HILL AND MOORLAND LEADER

CANDIDATE HANDBOOK

MOUNTAIN TRAINING

PREFACE

This booklet contains information which aids progression through the Hill and Moorland Leader scheme. It is designed to support the knowledge and experience of candidates, trainers and assessors whilst at the same time it avoids prescribing specific techniques.

Mountain Training produces a range of publications for walkers and mountaineers that illustrate a wide range of techniques and skills used by leaders; these notes are designed to complement such literature (see Appendix 4).

This handbook is divided into four parts:

- **Prospectus** that explains the way you progress through the Hill and Moorland Leader scheme from registration to assessment.
- **Syllabus** that lists the skills of the Hill and Moorland Leader and which incorporates guidance notes that are designed to help candidates understand the requirements of the syllabus and the vital skills to be developed.
- **Guidance** on the logging of experience and the nature of the assessment process.
- **Appendices** that provide background information.

PARTICIPATION STATEMENT

Mountain Training recognises that climbing, hill walking and mountaineering are activities with a danger of personal injury or death. Participants in these activities should be aware of and accept these risks and be responsible for their own actions.

Mountain Training provides training and assessment courses and associated literature to help leaders develop the skills to manage the risks associated with the environment in which they operate and to enable new participants to have positive experiences.

ACKNOWLEDGEMENTS

Many people have contributed to the preparation of this handbook through making detailed and constructive comments on the draft syllabus and associated material. Grateful thanks are due to board members and staff of the national Mountain Training organisations as well as numerous other volunteers.

Prepared by the staff of Mountain Training.

Published by Mountain Training UK and Ireland
Siabod Cottage, Capel Curig, LL24 0ES
Tel: 01690 720 272
Email: info@mountain-training.org
Website: www.mountain-training.org
© Mountain Training UK and Ireland 2019
All rights reserved
Design by Rock Solid: www.rocksoliddesigns.co.uk

CONTENTS

PROSPECTUS

1 Introduction
2 Scope of the Scheme
3 Stages in the Scheme
4 First Aid Requirements
5 Exemption from Training
6 Equal Opportunities
7 Complaints and Appeals Procedure

SYLLABUS & GUIDANCE NOTES

1 Walking and Route Finding
2 Navigation
3 Hazards and Emergency Procedures
4 Equipment
5 Responsibilities of the Leader
6 Group Management
7 Access, Conservation and Environmental Knowledge
8 Weather
9 Background Knowledge

LOGGING EXPERIENCE & UNIT COMPLETION

1 Logging your experience
2 The Hill and Moorland Leader Assessment

APPENDICES

1 Suitable terrain for the Hill and Moorland Leader
2 Gaining further experience
3 Mountain Training and the Mountaineering Councils
4 Bibliography
5 Sample Home Paper for Hill and Moorland Leader Assessment

For further guidance on each section we have highlighted the relevant chapters in Hill Walking by Steve Long, the official supporting publication.

PROSPECTUS

1 INTRODUCTION

The Hill and Moorland Leader qualification is a nationally accredited scheme developed and administered by the five national Mountain Training organisations across Ireland and the UK. The qualification is designed to train and assess those who wish to lead hill walking groups on day walks in defined terrain in summer conditions.

The Hill and Moorland Leader qualification has been developed from, and succeeds, the Walking Group Leader qualification which was launched in 2001. Walking Group Leaders have demonstrated equivalent competence across all syllabus areas of the current Hill and Moorland Leader

This qualification complements and supports the other walking qualifications administered by Mountain Training – the Lowland Leader and the Mountain Leader. For further information on these and the Mountain Training climbing qualifications please see www.mountain-training.org.

A two day Expedition Skills Module is available for those who wish to lead and supervise overnight expeditions and is accessible by both Hill and Moorland Leader and Walking Group Leaders. The module also covers remote supervision and teaching navigation. For more information please go to the Mountain Training website.

2 SCOPE OF THE SCHEME

2.1 The Hill and Moorland Leader qualification offers the opportunity to gain experience and demonstrate technical competence in leading groups on hill walks in areas of the UK and Ireland that fall within the technical definition outlined below. Such areas may often be subject to hostile weather conditions and require an element of self-sufficiency and this is reflected in the syllabus of this scheme (see also Appendix 1).

Suitable terrain for the Hill and Moorland Leader will meet the following four criteria:

- open, uncultivated, non-mountainous high or remote country known variously as upland, moor, bog, fell, hill or down
- areas enclosed by well-defined geographical or man-made boundaries such as classified roads (areas that merge with mountain regions and do not have well defined boundaries are excluded)
- areas of remoteness that are easily exited in a few hours, returning to a refuge or an accessible road
- areas where movement on steep or rocky terrain is not required (in either a planned or unplanned situation)

2.2 It is the combination of technical competence and leadership skills supported by a wide range of experience that forms the basis for effective group management. The scheme addresses all these elements. However, the employer or operating authority must ultimately decide whether a leader possesses the personal attributes needed to take responsibility for any particular group of people.

3 STAGES IN THE SCHEME

3.1 Register for the Hill and Moorland Leader scheme with Mountain Training

Candidates should have at least one year's experience of hill walking and have an interest in leading hill walking groups before registration. Candidates must be at least 18 years of age at registration.

3.2 Candidates should have personally undertaken and logged a minimum of 20 hill walking days in appropriate terrain prior to attending a training course

3.3 Attend a Hill and Moorland Leader training course

Training courses are delivered by Mountain Training approved providers and will include a minimum of 30 hours contact time. The training course will focus on the skills and knowledge required by those leading groups and will assume basic competencies in the personal skills of hill walking such as navigation.

Note: Candidates registering for the Hill and Moorland Leader scheme who have already completed Mountain Leader training can progress direct to Hill and Moorland Leader assessment without the need to apply for exemption. Candidates must still be able to demonstrate that their walking experience includes walks relevant to the scope of this scheme.

3.4 Undertake a consolidation period

Candidates are advised to continue to develop skills learned during their training course on suitable terrain until they feel confident of their ability to lead groups before they present themselves for assessment. Prior to assessment all candidates must have completed an absolute minimum of 40 logged walks in at least three different upland areas. Duplicated walks (i.e. walks along the same route in similar conditions) must not be counted in this total.

Experience gained in other mountain activities is useful, but not a pre-requisite. Some non–UK/Ireland experience may be included, but should be in terrain and conditions that are similar to those in the UK/Ireland and must be unguided. Normally any overseas days would be considered as additional experience and should not form a substantial part of the required total.

3.5 Attend an assessment course

Assessment courses will contain a minimum of 30 hours contact time and will be delivered by Mountain Training approved providers. Candidates will be tested in accordance with the syllabus and should ensure that they are familiar with it before attending the course.

Attendance will be recorded by the provider or director and entered on to the Mountain Training Candidate Management System.

The assessment result will take one of three forms:

- **Pass**: awarded where the candidate has demonstrated appropriate knowledge and application of the course syllabus and has shown the necessary experience and leadership attributes. The course director will submit a course report to Mountain Training and candidate records will be amended to show the pass.
- **Defer**: awarded where the candidate has generally performed well and has shown the necessary experience and attributes, but where complete proficiency has not been attained in certain aspects of the syllabus or where a lack of experience has been identified.
- **Fail**: awarded where the candidate's performance has been generally weak, or the necessary experience and attributes have not been shown.

In the case of a deferral, candidates are encouraged to return to the original assessment provider, but can be re-assessed by any assessment provider. Practical re-assessments cannot take place within three months of the initial assessment to allow sufficient time for practice and preparation. All deferral re-assessments must be completed within five years.

Candidates may undertake two short re-assessments after a defer result. Subsequently a full assessment must be undertaken.

3.7 Optional: Attend an Expedition Skills Module

After passing Hill and Moorland Leader assessment a candidate can choose to attend a two day Expedition Skills Module which is delivered as a combined training and assessment course. The module covers leading overnight expeditions, remote supervision and teaching navigation. For more information please go to the Mountain Training website.

4 FIRST AID

Prior to the assessment candidates must have physically attended and completed (i.e. not online) a first aid course which involved at least two full days or sixteen hours of instruction and included an element of assessment.

5 EXEMPTION FROM TRAINING

Candidates with relevant prior training may apply for exemption from the Hill and Moorland Leader training course and, if granted exemption, progress straight to assessment. Further details of the exemption process are on the Mountain Training website.

6 EQUAL OPPORTUNITIES

Mountain Training is committed to promoting equal opportunities for all participants in walking, climbing and mountaineering. Candidates, trainers and assessors will express a positive attitude towards equal opportunities and act as positive role models.

7 COMPLAINTS AND APPEALS PROCEDURE

All of the Mountain Training schemes are subject to continuous monitoring and review. Candidates who have any feedback to give on their courses, both conduct and content, are encouraged to submit written comments to the provider and/or to Mountain Training as a part of that review process.

If for any reason you find it necessary to raise concerns about an aspect of the delivery of your training or assessment then you should contact the course director.

If the dialogue with the course director fails to resolve these concerns then candidates should contact an officer within the relevant national Mountain Training organisation.

Candidates are encouraged to decide whether their concerns take the form of a complaint, where some aspect of the course was unsatisfactory but the outcome is uncontested or an appeal where a candidate believes the assessment result is incorrect and wishes the board to arbitrate.

SYLLABUS & GUIDANCE NOTES

A leader of walking groups needs a wide range of skills and knowledge in order to operate effectively. Not only is it necessary to be able to perform each element in isolation but it is also vital that leaders can combine several skills at any one time. They may need to manage the group and navigate simultaneously for example.

This is split into the following sections:

1 Walking and Route Finding
2 Navigation
3 Hazards and Emergency Procedures
4 Equipment
5 Responsibilities of the Leader
6 Group Management
7 Access, Conservation and Environmental Knowledge
8 Weather
9 Background Knowledge

1 WALKING AND ROUTE FINDING

SYLLABUS

It is essential that group leaders are competent walkers who possess the skills to do the following:

a. demonstrate good practice with regard to individual skills: pace, conservation of energy, balance and co-ordination
b. identify hazards and manage risk
c. make good route choices with alterations appropriate to conditions
d. interpret maps and evaluate terrain

GUIDANCE

Hill Walking Chapter 1

The Hill and Moorland Leader Award assumes the possession of basic personal skills and competencies and seeks to prepare candidates for leading others. It is vital that all candidates are able to select intelligent routes across untracked ground, for example, whilst still keeping a focus on the group that they are with.

During assessment candidates will be expected to demonstrate the ability to select a logical route through potentially boggy and rough ground for those that they are leading, making appropriate choices to avoid hazards.

Whilst the Hill and Moorland Leader Award is not a fitness test candidates should evaluate their own capability to lead day-long walks and still have something in reserve to deal with delays and problems. They do also need to be able to carry sufficient equipment both to ensure their own comfort and also to care for the group in their charge. It should be borne in mind that the Hill and Moorland Leader may well be operating on open, exposed hill or moorland terrain and they may have steep hills to ascend and descend.

The leader should be able to select a suitable pace for themselves to enable conservation of energy; this ability can be used to select an appropriate pace, based upon an appropriate timing formula for groups. This should be maintained in order to assist novice walkers not to travel too quickly, especially if travelling uphill. It is important that an accurate view of the capabilities of the group are factored in to this. Try to maintain a pace that allows you to talk to others whilst you are moving; and allows them to talk to you as well.

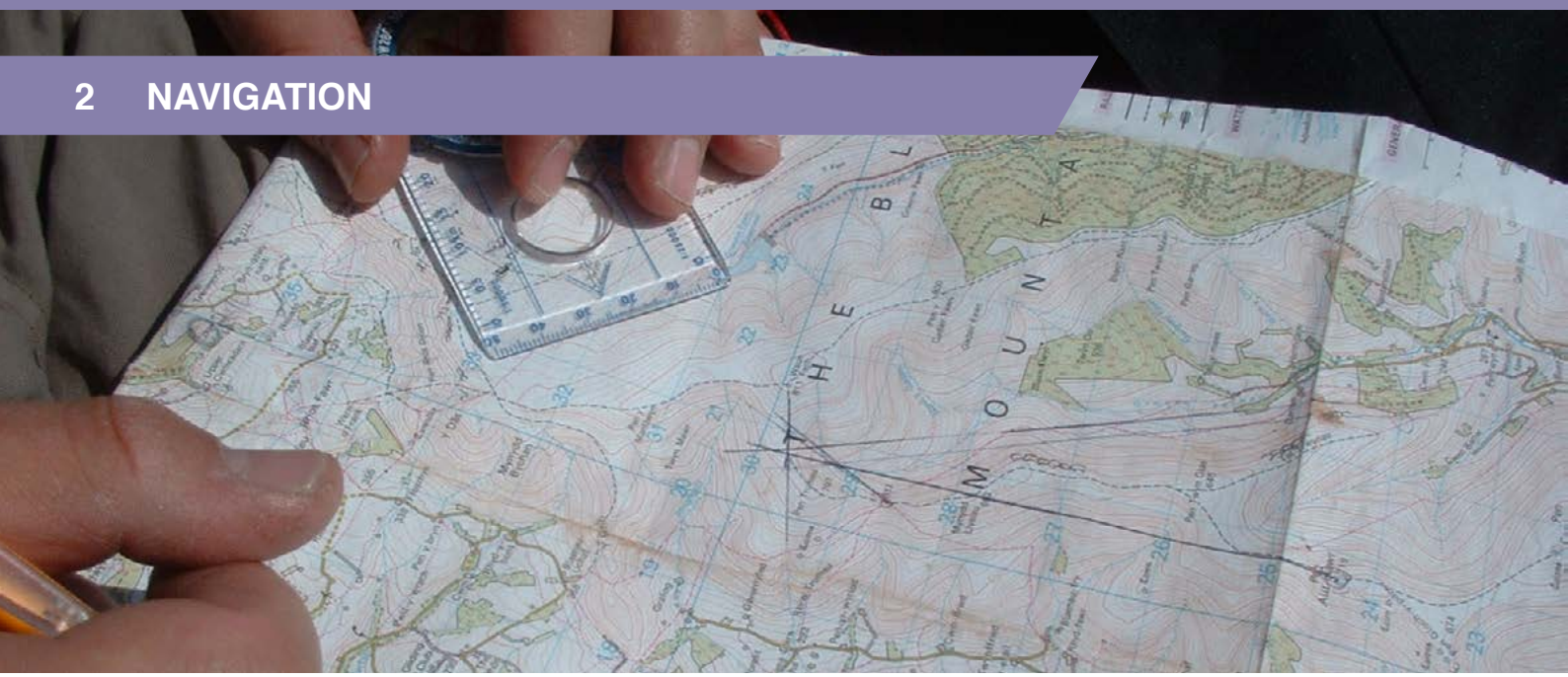
The Hill and Moorland Leader may encounter hazards such as boggy ground or steep grassy slopes and it is necessary that the ability to spot and manage such hazards and their associated risks is developed. Often the map can be used at the planning stage to develop a route that avoids the obvious areas of risk but it may be the case that the leader has to improvise as the day evolves.

KEY PRACTICE POINTS

Between training and assessment try to get plenty of full day walks under your belt; ideally carrying the kit that you might as a leader of a group.

Try and get on to some steeper paths and analyse how you move up, and down, them. How do you place your feet? Are your steps longer or shorter? The more that you can work out how you move the more able you will be to coach others in moving over steep or rocky paths.

Use a map to try to predict areas where hazards may be evident. Then undertake those walks with a notebook and jot down all of the extra things you see that could present a hazard. Try to evaluate how you might deal with the associated risks with a variety of groups.



2 NAVIGATION

SYLLABUS

Competence as a navigator is a basic requirement for any Hill and Moorland Leader who should have the ability to choose from a wide range of techniques and select those that are appropriate to the conditions. These techniques include:

a. use of relevant maps and an understanding of their scales, conventional signs, grid references, contours and other methods of showing relief

b. identification of topographical features, relating the map to the ground and vice versa

c. measurement of distance on the map and the ground

d. identification of position by various methods of relocation

e. navigation across country by various methods in poor visibility and/or in darkness. This will include the use of a compass, the use of a map alone and an awareness of other navigational aids such as an altimeter or GPS

f. route planning

GUIDANCE

Hill Walking Chapters 2 and 3

Navigation is a fundamental skill for the candidate and a key element in a leader's ability to maintain a flexible approach and to react to changing conditions. A leader should be able to navigate efficiently, accurately and confidently, while simultaneously looking after the group, avoiding hazards and making the journey interesting. Candidates should also be aware of methods that they might use to introduce the basic skills of navigation to others.

Candidates should attempt to gain as much experience as possible in navigating across unfamiliar non-mountainous upland terrain. Practice in a variety of terrain and conditions builds the skills required to select an appropriate itinerary and to follow that route on the ground. A conscious effort should be made to leave the path and navigate cross-country.

Candidates should be aware that moorland terrain can be quite different from mountainous terrain and can require the use of different navigational techniques and strategies. Navigation involves a range of skills as outlined in the syllabus. Rarely will all of these skills be required on any single navigation leg. Therefore a large part of the skill of the navigator is the choice of appropriate and efficient techniques. For example, walking on a bearing in good visibility while on a defined terrain feature would be inappropriate; orientation of map to ground would be the more efficient technique. Conversely, trying to use the map alone across a featureless plateau in poor visibility may easily cause the leader to become disoriented and here the technique of using a compass bearing as a direction indicator and using timing and/or pacing to estimate distance would be more appropriate.

The efficient navigator will adapt their chosen navigation techniques to the terrain, the prevailing conditions and the group. The wider and more varied their hill-walking experience, the better equipped the candidate will be to make these decisions.

KEY PRACTICE POINTS

Orienteering can be a useful and accessible form of micro-navigation training that tends to focus on map to ground interpretation but candidates should bear in mind that the navigation skills developed in such events may differ in emphasis from those required when walking in wild upland terrain.

Try to navigate some 'legs' using a variety of techniques. Go from A to B following a compass bearing, using 'handrail features' or simply contour interpretation. See which way seems most efficient for the conditions you are in.

Practice the habit of thinking ahead on your route so that when you come to a decision point like a path junction you already know which way to go. Also keep looking ahead so that difficulties such as boggy ground don't come as a surprise.

3 HAZARDS AND EMERGENCY PROCEDURES

SYLLABUS

The ability to make sound judgements and to deal with a wide range of hazards when leading groups is an essential skill. This includes:

a. recognition and avoidance of steep and broken ground

b. recognition of water hazards, including marshes and streams, and the skills and safety procedures for dealing with them

c. procedures in the event of an accident and how to bivouac in an emergency

d. understanding the causes, symptoms, prevention and treatment in the field of hypothermia, cold injuries and heat disorders in addition to the general first aid requirements of the scheme

GUIDANCE

Hill Walking Chapters 11-14

There are a number of distinct types of hazard that might be encountered when walking in the hills. These may include steep ground, marshes and streams, high winds and extreme weather conditions. These are best considered separately, although avoiding or dealing with them may involve many of the same principles.

A hazard need not imply that there is an immediate danger to the individual or group, rather that there is a potential threat that needs to be managed by the group leader. Risk assessment should be an on-going, dynamic process with the leader constantly evaluating the group, the terrain and the conditions to identify and avoid the potential for serious consequences.

There is a clear need for Hill and Moorland Leaders to be able to identify and avoid steep ground and cliff edges. Steep ground in this context is either broken, vegetated slopes possibly with a proportion of visible rock, well-defined outcrops or very steep, unbroken vegetated slopes. Some moorland areas have steep escarpments; these hazards must be avoided when planning routes. It is an assumption within the definition of moorland areas that these hazardous features can be easily avoided by walking around them.

Candidates should have an awareness of the major environmental hazards and know how to avoid or deal with them. These include flooding, lightning, high winds and unstable ground surfaces. These hazards can best be managed through careful planning and observation.

Candidates may have encountered a limited range of water hazards such as stream crossings and dealing with bogs and marshes. The potentially serious nature of other water hazards such as rivers and fast-flowing streams cannot be overemphasised. The severity of water hazards can seldom be separated from the prevailing weather conditions. Candidates must show by way of good route choice, interpretation of likely weather conditions and leadership that they can avoid these hazards.

Depending upon the terrain, the prevailing weather conditions and the experience of the group, the potential severity of any hazard will lie on a progressive scale. A simple stumble for an experienced walker on flat ground has far less 'emergency potential' than a stumble happening to an inexperienced walker on steep, wet ground. Getting wet feet towards the end of a summer walk may be a source of amusement; half way through a high walk in cold and windy conditions it could be more serious.

A leader should be able to react to all these variables in a manner that safeguards those in their charge. It is possible that a group may encounter another party that has experienced difficulties, so a leader should be thoroughly prepared to deal with a variety of situations, while keeping the needs of their own group paramount. Emergency situations may develop from accidents or from errors of judgement. Leaders will experience extra pressures when something goes wrong. Therefore they should be clear about suitable responses for any given emergency on a journey. It is important that a balanced understanding of what constitutes an emergency is developed. A well-equipped, fit party being delayed for a few hours may create logistic problems but rarely constitutes an emergency whereas a broken leg should be treated as an emergency under any circumstances.

Candidates should be aware of the procedures for requesting rescue if that should be necessary. They should also recognise that rescue is not necessarily an immediate solution and should try to ensure that they and their group are equipped sufficiently to remain on the hill for a period of time.

KEY PRACTICE POINTS

When planning routes it is always worthwhile preparing some ways of shortening them if necessary; these may be needed if the group is slower than anticipated.

Perhaps the commonest hazards encountered on any walk are steep slopes and water (either bog or stream). Try to develop some strategies for avoidance and group management in those situations.

See how much equipment you need to be comfortable during an overnight bivouac. Think about what equipment you might carry and how you might manage a group to make a night out bearable.

4 EQUIPMENT

SYLLABUS

The equipment used by a group can have a critical impact on the success of any journey. Group leaders should have knowledge of the following:

a. personal walking equipment
b. additional equipment required by a leader
c. packing and carrying personal and communal equipment

GUIDANCE

Hill Walking Chapter 4

The use of appropriate equipment can greatly increase the overall safety and enjoyment for a group. It is likely that all candidates will be aware that a huge variety of equipment is currently available. When it comes to deciding what is 'appropriate', there is a multitude of choices, so an awareness of the advantages and limitations of various design features is important.

Candidates should be able to demonstrate the suitability of their own equipment and clothing, particularly for use in adverse weather. They should be able to choose, carry and use the appropriate personal equipment for the prevailing conditions. They should also have an understanding of a range of currently-available equipment and be able to advise others on its suitability. It is important that candidates can identify the minimum equipment requirements for a group.

The ability to advise on and select appropriate footwear and clothing designed to keep group members reasonably dry and warm is important as award holders may often be in the position of having to ensure that their groups are adequately equipped whilst keeping to a budget.

As well as personal equipment and clothing the leader should be aware of additional things they might carry to assist group members. A first aid kit is essential but consideration should be given to things such as group shelters, spare hats and gloves, walking poles and extra high energy food / drink.

KEY PRACTICE POINTS

Go out for walks in foul weather! Evaluate your kit during and after the walk for its effectiveness at keeping you relatively comfortable.

Compile a variety of kit lists for 'imaginary walks' at different times of the year, with different forecasts, with a variety of groups and a variety of locations.

Keep a look out for budget priced clothing and equipment and try to evaluate its effectiveness. A recommended kit list for a novice walker could be priced with a variety of budgets in mind.

5 RESPONSIBILITIES OF THE LEADER

SYLLABUS

Candidates must be conversant with the main areas of responsibility of the group leader, particularly for the care and safety of the group, as follows:

a. general responsibilities to the group and, where appropriate, to parents/guardians, the organising authority, committee or manager of the activity, the outdoor user and the general public

b. specific responsibilities to choose appropriate objectives, to complete detailed preparations and ensure that the group is adequately equipped and briefed for the activity

c. current legislation and the legal responsibilities that relate to Hill and Moorland Leaders, including issues specific to supervising young people and vulnerable adults

GUIDANCE

Hill Walking Chapter 10

The success or otherwise of a day in the hills with a group depends on a number of factors. The common thread linking these factors is the input and influence of the group leader. Candidates should be aware of various styles of leadership applicable to particular situations.

Candidates should recognise the importance of being able to make the judgements necessary for leading groups safely and effectively in a manner that enables the group to be involved and informed.

People considering leading others, particularly young people outdoors, need to be aware of their legal responsibilities. Leaders have a clear duty of care to their groups, the level of which will vary according to the members' age and experience. They owe a greater duty of care when leaders are acting in loco parentis with people under eighteen years of age. Moorland and hills present hazards that may not be apparent to novices, so parents and participants in these activities should be made aware of and accept these risks.

Whilst it is not possible to deal with specific requirements candidates should be aware that many employing organisations (schools, scout county authorities) will have procedures in place to ensure that appropriate preparation has been undertaken. Candidates should be able to adapt to these systems but also recognise underlying principles so that they can independently prepare walking trips. It is important for candidates to assess the strengths, weaknesses and requirements of the group and individuals before undertaking any journey.

Many walks in appropriate Hill and Moorland terrain will fall within the scope of the Adventurous Activity Licensing Regulations. Candidates should be aware of the implications of this for any work they may undertake with those under 18.

KEY PRACTICE POINTS

Try and get hold of a variety of 'planning' documents used by organisations or employers and identify the information that is common to them.

Look at the AALA scope and regulations and work out how and when they might apply to you. An introduction to the regulations can be found here.

Try to design some routes on the map aimed at specific groups with specific aims. (e.g. A Silver DofE training walk or an adult group seeking to ascend all the points above 2000 feet.)

6 GROUP MANAGEMENT

SYLLABUS

Candidates should be:

a. familiar with techniques that may be required to manage a group effectively whilst meeting the needs of the group and its individual members.

b. able to provide a safe and rewarding experience for each group member and be able to evaluate the experience as a means to developing personal performance and motivating individuals towards further participation where appropriate.

c. familiar with a range of leadership styles and be able to select and use those appropriate to the group and the context.

GUIDANCE

Hill Walking Chapter 10

The ability to prepare and motivate any group prior to the trip is important and candidates should be able to assess the participants in terms of their physical abilities as well as in terms of any equipment needs. It may be that there are many other factors to take into account in the preparation and conduct of any walk. If needed a progression of walks may be used to develop participants' fitness and personal capabilities.

Many people will have their first hill-walking experience under the leadership of a Hill and Moorland Leader. The approach taken by the leader will have a major bearing on their future involvement in the activity. Candidates should be aware that leadership and group management involve more than briefing a group and adopting a 'follow-the-leader' approach to a walk.

Candidates should be aware of their own particular style of leadership and should be able to adapt and change it to suit different situations. It is important to be able to identify the strengths and weaknesses of different individuals in a group and to plan and provide a day accordingly. As the candidate's own experience develops, it becomes easier to set appropriate targets and goals for group members. It is also important to evaluate 'self, session and students' after each walk to work out where improvements could be made and strengths identified and reinforced.

Candidates will increasingly become aware of assessing the risks associated with each route, group and day on the hills. They should also be aware that it might be better to underestimate the abilities of individuals in the group rather than to attempt an outing that is excessively challenging. Candidates must also ensure that when planning a walk they cover all aspects of preparation, such as equipment for themselves and the group, the planned route and the weather.

Candidates should try to gain leadership experience in a variety of circumstances, with different groups, weather conditions and locations.

This may be gained by working under the supervision of a suitably-qualified leader, under the approval of an employer or organisation, or simply by being the most experienced member in a group of friends.

Leadership experience can only be gained by working with others. Leadership strategies can be varied depending on the group, the purpose of the walk and the conditions/terrain that you are in. The style of leadership adopted whilst preparing a group to descend a steep slope will normally be very different to that used whilst walking with a group and navigating in open moorland. Leaders should also be able to communicate clearly to the group with them and be able to adapt their communication to the situation.

On the walk itself the leader must monitor the participants to check how they are coping with the walk and put in place strategies to deal with different fitness levels, minor injuries such as blisters and make sure no-one goes missing!

KEY PRACTICE POINTS

When you go walking yourself try to imagine the walk 'through the eyes' of a variety of groups. Where are the challenges; where can you take breaks; where can you introduce extra interest?

Try and get out as much as you can with experienced leaders and note any techniques and strategies they use with their group.

Look at routes on maps and try to work out where you might need to 'take control' and where you could allow the group more freedom.

7 ACCESS, CONSERVATION & ENVIRONMENTAL KNOWLEDGE

SYLLABUS

Candidates should understand and be familiar with the following:

a. applicable national codes (such as the Country Code), other associated codes and the responsibility of the leader to minimise impact on the environment

b. current applicable legislation concerning access to open land including the law relating to rights of way and access to land and the nature of specially designated areas and limitations on their use

c. how and where to get information about access to upland areas e.g. from appropriate guidebooks and maps, Mountaineering Council sources, local and National Access Forums and from the various countryside agencies

d. the multiple uses of upland areas e.g. hill farming, forestry, water collection, grouse shooting, stalking and outdoor recreation

e. issues relating to upland conservation and the long-term effects of human pressures on this environment

Candidates should also seek to extend their knowledge of aspects of the hill and moorland environment e.g. geology, geography, flora, fauna, local history and photography.

GUIDANCE

Hill Walking Chapters 6, 7 and 8

As an absolute minimum any led group should conform to codes of good practice and comply with relevant access legislation; the leader should therefore have a sound understanding of those things and any regional variations that may be relevant.

It is equally important that the group knows why they are being asked to behave in certain ways. The codes are designed to minimise the impact of recreational use on the environment and rural communities and should be familiar to all candidates as they provide a model for good practice. It may well be the case that temporary restrictions might be in place or changes to access conditions have occurred. The leader should know the possible sources of information with regard to access and any areas of sensitivity.

Whilst a sound understanding of the rights of the walker in terms of access is important it is also important to know how to deal with landowners or others who might seek to block access.

Candidates may have initially only limited understanding of the upland environment and the impact of walking in upland, moorland and hill areas. However, they should understand that a development of this knowledge forms a foundation for greater enjoyment of both the environment and the award as well as an appreciation of ways of minimising impact. With this knowledge will come a greater appreciation of the various conflicts of interest that can occur between walkers and other users of the countryside. This will also allow candidates to enhance their own and their groups' enjoyment of a walk, help promote greater understanding of the needs of other users and reduce potential conflict. An understanding of the effects of upland recreational use on the landscape and some thoughts about ways to minimise this impact will be of benefit.

The leader should have a basic knowledge of the upland environment and an understanding of the implications of the impact of individuals and groups. Valuable background knowledge could include such subjects as flora, fauna, geology, geography, local history, weather and sanitation. The Hill and Moorland Leader should be able to use their environmental knowledge to instil a wider appreciation of the environment within their group and thereby enhance the walk.

Not all candidates will necessarily have an interest in every aspect of the environment. However, they should endeavour to develop some expertise in topics such as flora, fauna, geology, geography or local history and have a broad appreciation of the other areas of interest. The candidate should also know where to find sources of information on these various topics.

KEY PRACTICE POINTS

As an additional feature of any planned walk find out where you might be able to get up-to-date information about the locality you will be visiting.

Make it a habit to seek out guidebooks or other sources of information; it is often possible to bolster your general knowledge immediately before any particular walk.

Do some research on programmes like 'Leave No Trace' or the work of the John Muir Trust.

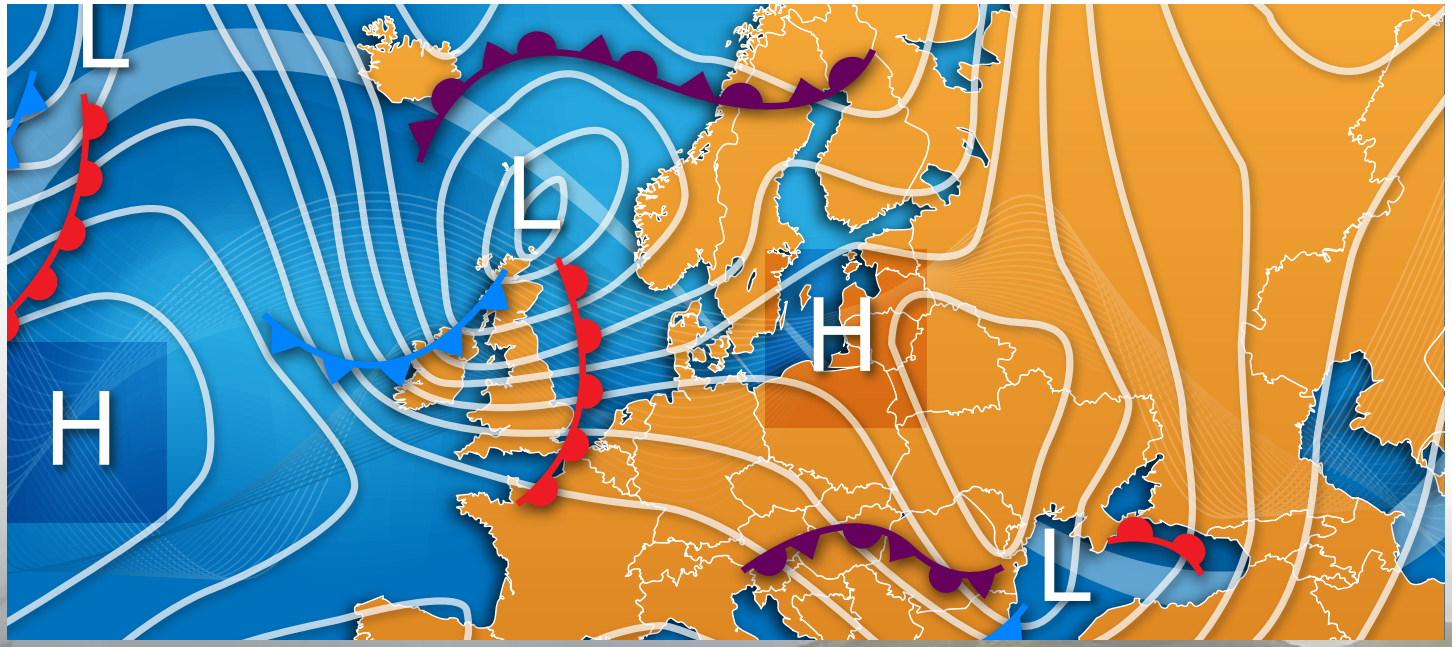
8 WEATHER

SYLLABUS

Candidates must have a basic knowledge of the weather as it affects upland areas. They must gain practical experience in relating regional weather forecasts to hill and moorland areas and develop their ability to make short-term forecasts from observed weather conditions.

Candidates should have an understanding of:

a. sources of information on weather
b. effects of weather on route selection and level of activity
c. simple interpretation of weather maps



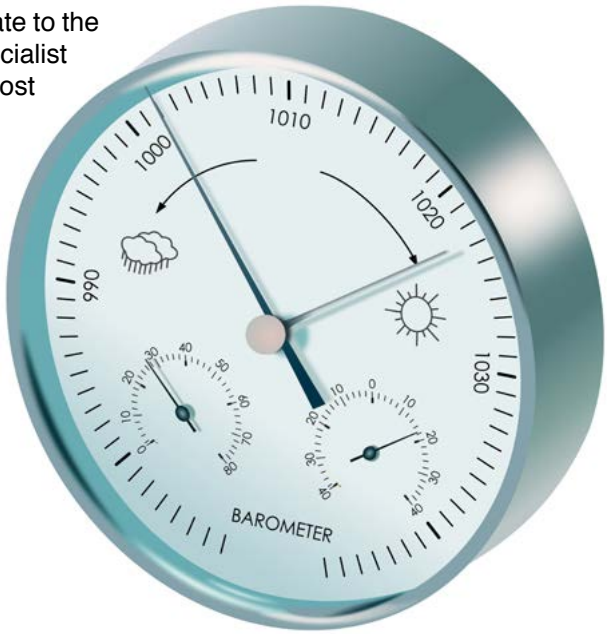
GUIDANCE

Hill Walking Chapter 9

An understanding of weather and weather forecasting is fundamental to the safe enjoyment of the hills.

Difficulties are often related to an ignorance or misinterpretation of weather and weather forecasts, which could lead to encountering worse conditions than anticipated. Conversely, a good understanding of weather can often allow an enjoyable day to be had in spite of an unpromising start.

Candidates should be familiar with the information provided on weather maps available from the media. Bearing in mind that most forecasts are usually for sea-level conditions, their relevance should be considered and candidates should attempt to understand how they relate to the hill environment. However it is worth remembering that accessing specialist mountain weather forecasts in the UK is usually straightforward in most areas.



Candidates should develop a basic understanding of the weather systems that affect the UK and be aware of the significance of the movement of pressure systems and fronts for the conditions to be faced on the hill. They should also develop some understanding of signs that might indicate the speed of incoming weather systems such as wind strength and direction and cloud formation changes.

The crucial ability to develop is that of interpreting the impact on any chosen route of the weather and adapting plans accordingly where necessary. This could vary from a decision to avoid all high ground in particularly wild conditions to having an early lunch break on a lee slope before moving over a ridge crest. It should be borne in mind that heavy rainfall and/or thaw can produce a dramatic rise in stream water-levels. A route that tackles water flowing from a large catchment such as a hill or mountain 'horseshoe' at the end of a day of heavy rain may need to be re-thought if there is no bridge to use.

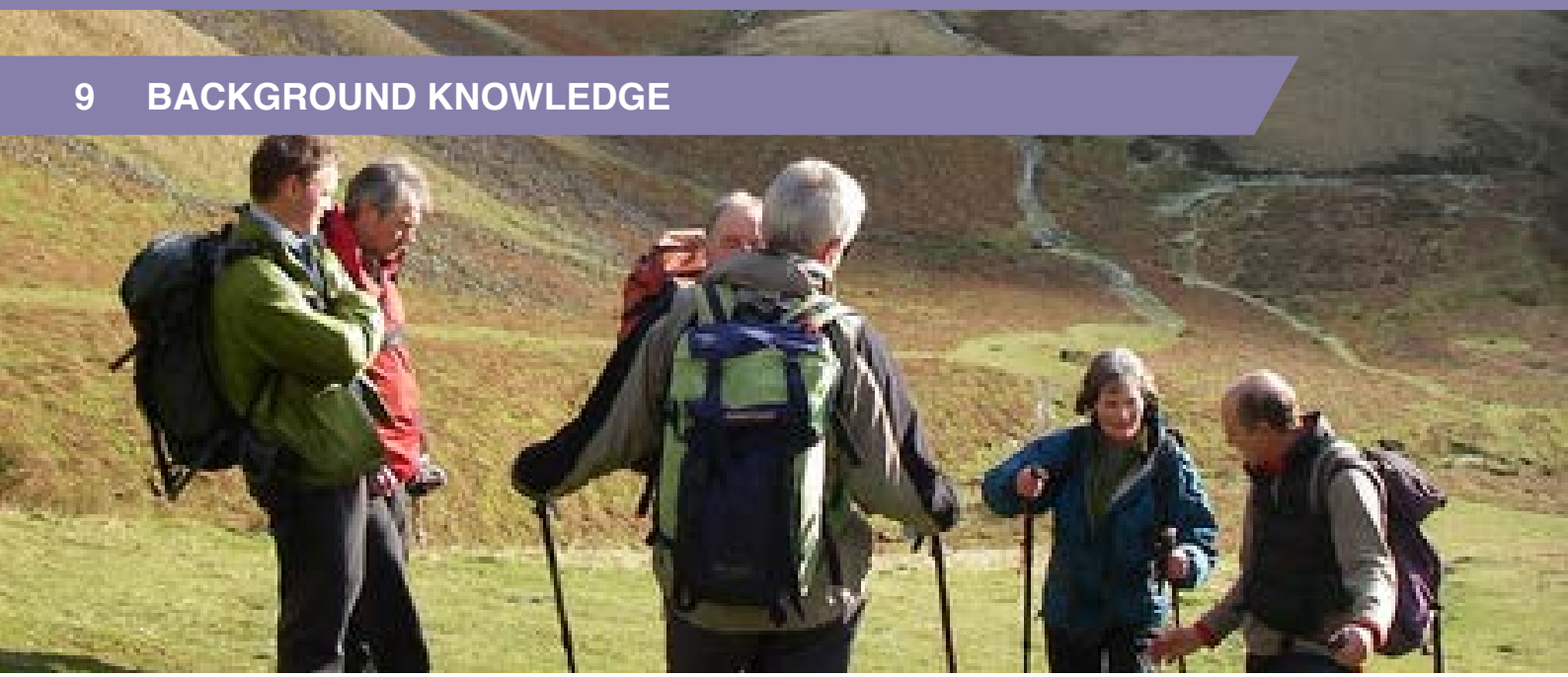
KEY PRACTICE POINTS

Make it a habit to get a detailed forecast and spend some time noting what you actually do encounter whilst out on walks. Is the weather more or less severe than expected, does the weather change at the forecast times or is it moving at a different speed to that forecast?

Familiarise yourself with the main airstreams that impact on the UK, particularly with regard to the likely temperature and humidity of the air masses involved.

Check on the sequence of clouds that might indicate an incoming warm front and see if you can identify those clouds when out on the hill.

9 BACKGROUND KNOWLEDGE



SYLLABUS

Candidates should have a basic understanding of

a. the development of hill walking in the UK and Ireland

b. the role of the Mountaineering Councils, Mountain Training and associated bodies

c. the diversity of mountaineering and hill-walking literature including books, guidebooks, websites and magazines and how to access relevant information from them

GUIDANCE

Hill Walking

A leader should have some knowledge of how hill walking fits into the larger picture of mountaineering with its long-established ethics and traditions. Familiarity with the development of well-known routes and walks can be useful background knowledge as can some understanding of allied activities such as fell running and orienteering.

Candidates should be able to introduce novices to hill-walking activities and assist and direct them in ways that will aid their further development as independent walkers.

It is important that they can inform participants about the work of the Mountaineering Councils in access, training and representation of the views of mountaineers and hill walkers to government and other agencies. An understanding of how the Councils operate and their structure is also relevant.

Information about local hill-walking clubs and organisations can be a useful resource in guiding participants into long-term independent participation. Relevant literature might include a Mountaineering Council list of member clubs as well as knowledge of some of the major internet walking forums which can be a useful source of information and discussion.

An understanding of where to obtain information on access, conservation and other related topics is important. Magazines, papers and other publications, and internet sources are useful ways of keeping abreast of current developments in a wide range of syllabus areas; particularly equipment developments. Knowledge of up-to-date and authoritative publications can also be useful as a further way of guiding long term participation and development.

KEY PRACTICE POINTS

Have a look at web forums such as www.walkingforum.co.uk, www.ukhillwalking.com or www.livefortheoutdoors.com to see what you can learn from such sources. Bear in mind that some of the advice offered may be from non-expert sources!

Visit the websites of the Mountaineering Councils (given in Appendix 3) and note the amount of information found there that is relevant to you and your groups.

Make a list of useful contacts for your local area; countryside ranger services walking/mountaineering clubs; tourist information with regard to walking route leaflets and maps. Those sources that you find most productive may be useful in other areas when you are undertaking walks further afield.

NOTES

LOGGING YOUR EXPERIENCE

The basic requirements of the syllabus in terms of personal experience are usually summarised in terms of 'quality days' in appropriate terrain. There are a number of common characteristics that contribute to a 'quality day' although it is impossible to provide an exact definition as every day out will vary.

'Quality days' for the Hill and Moorland Leader should require elements of planning, exploration of an unfamiliar locality, and taking a substantial part in the map reading/ navigation and decision making. They will normally require 5 to 6 hours travel time to accomplish. The primary function of the quality day is to enable the prospective leader to learn something new about the environment, to explore new areas or to practice and hone skills.

The experience of a quality day should lead to feelings of accomplishment, improvement and satisfaction.

Days spent leading groups or acting as an assistant leader, while valuable experience, do not count as quality days (and should be logged separately). Whilst you are assisting a qualified leader/instructor they are the one ultimately making the judgements and decisions and having overall responsibility; you may be picking up tips about how to manage groups but your personal abilities will not be being stretched. It will similarly be the case that whilst working as a group leader you will normally be operating well within your own 'comfort zone' and not extending your personal abilities.

Whilst overseas experience can be useful as an indication of breadth of experience these days, if used as part of your logged 'quality days', should be in similar terrain and conditions to those found in the UK to be truly relevant as preparation for assessment.

IN SUMMARY

Experience gained in areas other than the UK and Ireland can be recorded if undertaken in similar conditions to those found in the UK.

The majority of this experience however, at least 50% of the days recorded, should be in the UK.

A Quality Day will involve most, if not all, of the factors below:

- The individual takes part in the planning and leadership.
- Navigation skills are required.
- Knowledge is increased and skills practised.
- Attention is paid to safety.
- Adverse weather and poor underfoot conditions may be encountered.
- Four hours or more journey time.

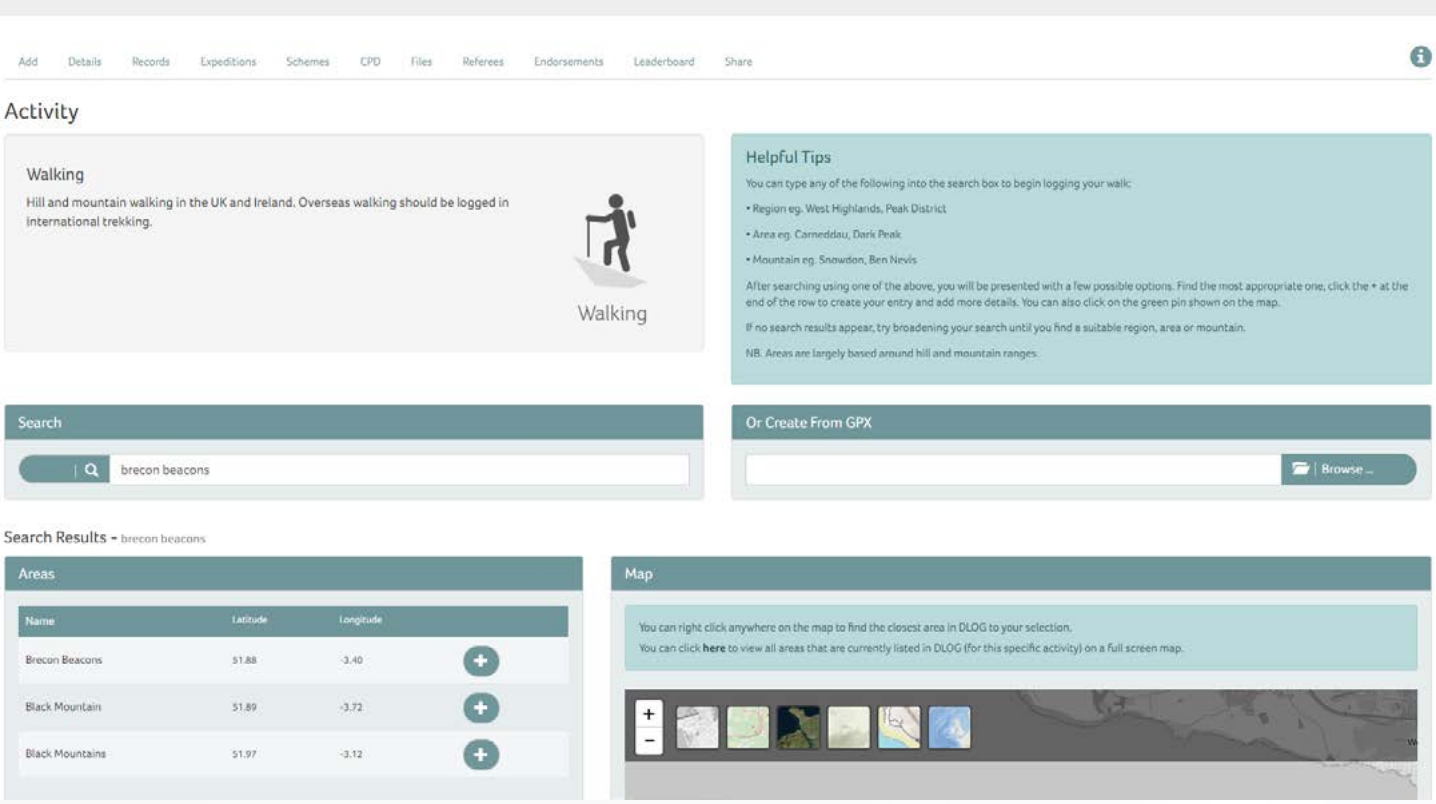
These criteria mean that days as a course member under instruction, a member of a group practising skills, or days spent repeating familiar routes are very unlikely to meet the requirements of a Quality Day. However these can be recorded in the appropriate place in your logbook even though they are not suitable for use in meeting the minimum requirements for attending assessment.

USING THE DIGITAL LOGBOOK

Mountain Training highly recommends that all candidates use the on-line digital logbook (DLOG) facility in the Candidate Management System to record their developing experience. If you choose to use an alternative method, for example spreadsheet or 'paper' logbook, then the entries should follow a similar format (headings, etc.) as those contained in DLOG. Entries should be concise and easy to read.

The logbook should provide a total record of your experiences and demonstrate, at assessment, that the Board's requirements have been fulfilled. It is an essential tool that can help trainers advise candidates on specific further experience needed before assessment and can also be used by employers after assessment to demonstrate continuing experience.

A key facet of all the Mountain Training qualifications is that competence is fundamentally based on extensive quality personal experience of the activity. Having relevant and extensive personal experience is key to success at assessment.



ASSESSMENT

This handbook has been prepared for candidates at all stages of the scheme.

It is not intended that the handbook should be definitive; it has been prepared to allow a flexibility of interpretation within the framework of the syllabus. Indeed, the strength of the scheme, as with all Mountain Training schemes, lies in its freedom from rigid constraints and the recognition that flexibility is the key to operating appropriate to varied circumstances.

There is an accompanying booklet for Trainers and Assessors which offers guidance for training and assessment staff by expanding on all aspects of the syllabus and offering suggestions on how best to tackle a particular subject. Candidates are free to download this if they wish.

You are advised not to proceed too quickly from training to assessment but to allow yourself sufficient opportunity to overcome any weaknesses identified during training and to acquire the technical skills and judgement that stem from experience.

THE ASSESSMENT PROCESS

The assessment course is designed to give candidates the opportunity to prove that they can operate as leaders at a nationally recognised standard. While these notes may talk of the 'assessment standard', they are also outlining the minimum standard required of a practising Hill and Moorland Leader.

The following notes are intended to give some insight into the assessment process.

The essence of any advice is simply 'do what you would normally do and what you know you can do'. Try not to guess what you think the assessor 'wants' and leave the interpretation of your actions to the assessor. If you are unclear about the task that you have been given by the assessor then ask questions to clarify what is expected.

The assessment course is normally a three-day examination conducted by a holder of a higher award (IML or above). Each course will be organised by an approved provider of Hill and Moorland Leader courses and will have a nominated course

director, approved by one of the national Mountain Training organisations, who will participate in the direct assessment of all candidates. One of the main tasks of the course director is to offer guidance to both candidate and any other assessors and also to act as the final arbiter of assessment decisions. Assessors will work with small groups of candidates; no more than four at any one time. You may be examined by more than one assessor although generally one will be the main.

The assessment will always be an holistic process: the candidate's performance is viewed as a total within the context of the whole course rather than a day by day or syllabus area by syllabus area 'box ticking' exercise. In this context many assessors often prefer to give interim feedback to candidates, but this is not compulsory. If the candidate asks for such feedback it should be given. It should be clear that each part of the course is not taken in isolation, so scraping through each day may not add up to a pass at the end of the course. Conversely, one poor performance can often be redeemed by other, better performances.

During assessment you will be expected to demonstrate the practical skills of the syllabus in a range of situations that are likely to occur during walking expeditions. You will be expected to show that you are completely "at home" in the outdoor environment; to demonstrate practical skills with the ease and fluency that results from long practice, and be able to move easily and with confidence over routes in appropriate terrain.

All aspects of the syllabus may be covered but usually lack of time prohibits total examination of every topic. You should therefore expect to be examined more thoroughly in subjects which commonly pose problems.

Since everyone can make mistakes, isolated errors are not normally grounds for failure, but persistent mistakes, however minor, may well lead to a deferral or recommendation for re-assessment. Assessors are often more interested in your ability to cope with mistakes and recover from them rather than the fact that you made a minor mistake in the first instance. You should be aware that a consistent lack of proficiency in two or more major areas is likely to result in a fail rather than a deferral.

At the end of the assessment course you will normally be interviewed by the course director who will inform you of the result.

This is recorded in the Candidate Management System or CMS. There are three possible results – Pass, Defer, Fail. In the event of a result other than a Pass the course director will verbally outline the background to the result (including examples), advice about further experience and, if re-assessment is proposed, give details of any pre-requirements. A detailed and specific action plan can be extremely useful and this is done via the Candidate Management System (candidates can access their own reports on-line, although you may be given a paper copy). It is hoped that deferred candidates will return to the same provider/course director. They are at liberty to go elsewhere, in which case, the notes of the original assessment may need to be passed on to the new assessment course director.

APPENDIX 1 - SUITABLE TERRAIN

The Hill and Moorland Leader qualification offers the opportunity to gain and demonstrate technical competence in leading groups on hill walks in areas of the UK that fall within the technical definition outlined below. Such areas may often be subject to hostile weather conditions and require an element of self-sufficiency and this is reflected in the syllabus of the scheme.

Suitable terrain for the Hill and Moorland Leader meets the following criteria:

- Open, uncultivated, non-mountainous high or remote country known variously as upland, moor, bog, fell, hill or down.

(Note on terminology: there is no one single term that adequately defines the ground covered by the Hill and Moorland qualification. The Oxford English Dictionary definition of 'hill' as "natural elevation of the earth's surface, a small mountain" does not in itself preclude a hill from being steep and rocky in character. Indeed it is important to appreciate that these terms can be applied differently in different parts of the British Isles or in different contexts. Thus in Scotland 'the hill' may often refer to mountainous country while in Ireland there are many lower lying, rounded hills that are named 'mountain' and one will not find the term 'moorland' in use as 'bog' is the local descriptive term. A walker may use 'uplands' to refer to rolling as opposed to mountainous country, whereas the botanist or ecologist may use it to include the latter. Leaders should be aware of these variations in meaning and not allow names to prevent a more objective assessment of whether a particular piece of terrain falls within the remit of the award.

- Areas enclosed by well-defined geographical or man-made boundaries such as roads (areas that border mountain regions and do not have well defined boundaries are excluded)

Some boundaries such as walls, fences, forest plantations and water features may change over the years. Hill and Moorland Leaders must be certain that any feature that bounds their area in which they are walking is reliable.

- Areas of remoteness that are exited by the group in a few hours, returning to a refuge or an accessible road.

Hill and Moorland Leaders and the groups in their charge would normally be able to exit from their chosen route within about three hours at the group's walking pace. An accessible road could be considered as one that can be used by a standard ambulance and a refuge is a place which can provide shelter and from where help can be summoned, such as a building with a telephone.

- Areas where movement on steep or rocky terrain is not required (in either a planned or unplanned situation)

Hill and Moorland Leaders are trained and assessed by specialised course staff approved by Mountain Training. The training and assessment courses are carried out in areas that provide good examples of suitable terrain. Anyone who is uncertain about the suitability of a chosen venue should contact the appropriate Mountain Training organisation.

FURTHER GUIDANCE

The Hill and Moorland Leader qualification is designed to enable individuals to operate as leaders in open and sometimes remote country where they must be skilled, self-reliant and effective leaders in what will in many cases be considered as challenging terrain.

The numerous descriptive terms such as hill, moor, down, heath, bog or fell that relate to this terrain have in common the fact that they all relate to 'undulating', rather than 'mountainous' terrain. This terrain should not have significant crags and other rock outcrops other than small non-committing obstacles such as might be found on the edges of limestone pavements or low escarpments and which are easily seen and avoided on the ground and clearly marked on the map. There should be no unavoidable extensive areas of steep ground which may present difficulties to either a leader or an individual within the party.

In cases where there are no definitive linear man-made or natural boundaries between moorland and adjacent mountainous, steep or rocky areas (the terrain of a Mountain Leader) a boundary may in some cases be defined by significant terrain features that should be easily detected by the leader with appropriate navigational competence e.g. a col where descent changes to ascent. A Technical Adviser can provide further advice on specific examples.

APPENDIX 2 - FURTHER EXPERIENCE

Hill and Moorland Leaders should follow the National Guidelines issued by Mountain Training UK and Ireland.

According to the Health and Safety Executive there are four ways to demonstrate the competence of leaders. These are:

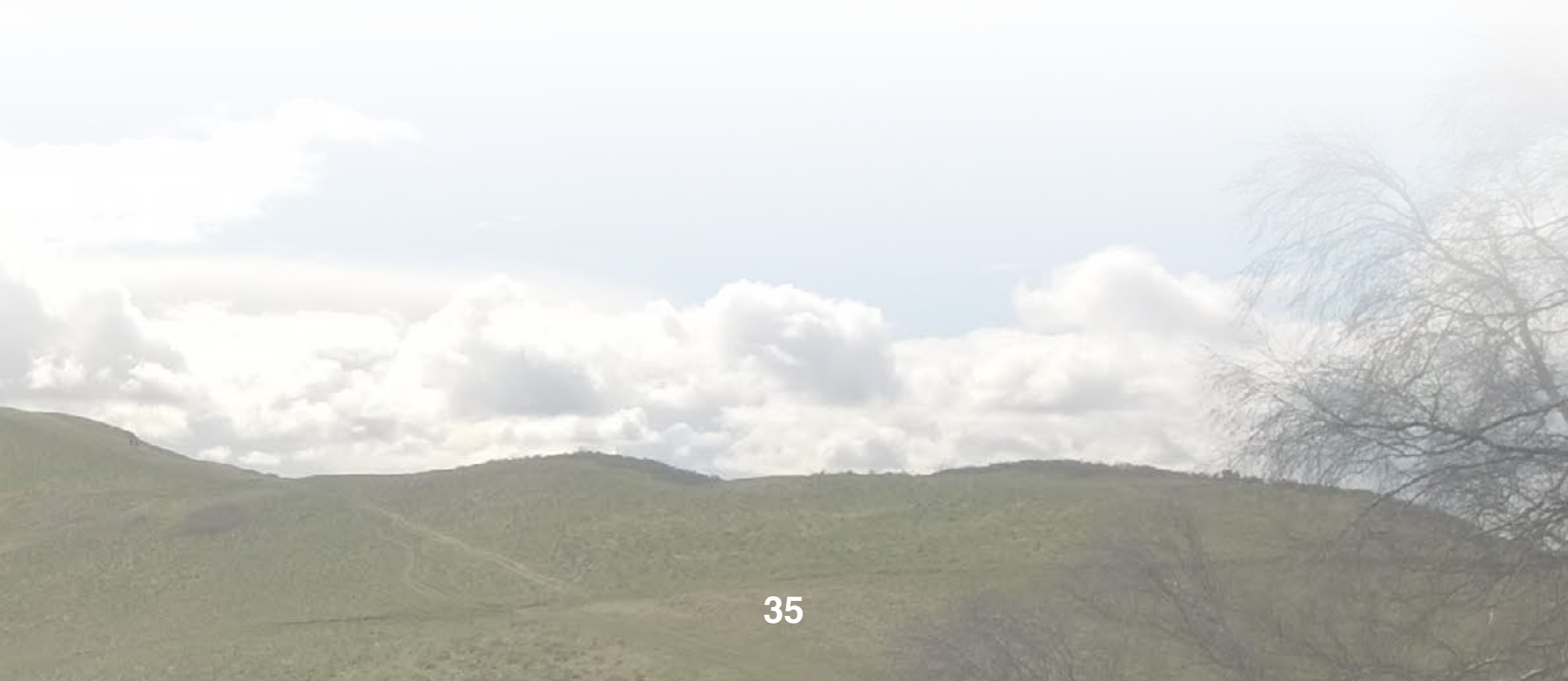
- to hold the relevant qualification
- to hold an equivalent qualification
- to have received appropriate in-house training
- to be competent through experience

Mountain Training endorses this view, while emphasising that national awards are the key components in such an approach. Further training events and opportunities to review new initiatives are valuable components in the continuing development of any leader.

To assist in providing further training opportunities the Mountain Training Association will make available information on matters of interest to all award holders including Continuing Personal Development (CPD) events.

The responsibility for ensuring that leaders receive refresher training must lie with the provider of the service, or the individual in the case of self-employed leaders. Leaders who wish to operate beyond the scope of their qualification by virtue of their additional experience and/or training, for example a Hill and Moorland Leader leading a party in local mountain terrain which they are familiar with, may be enabled to do so either through in-house training and/or within the context of a local scheme.

Local schemes are for the provision of skills needed to deal with specific restricted tasks, and the accreditation tends to be site or area specific, restricted and non-transferable. Therefore it should be appreciated that local schemes are only suitable for use by organisations and not by individuals. Individuals (self-employed leaders) seeking additional training and assessment from a suitably qualified and experienced technical advisor, thus enabling them to develop further relevant experience, may find this allows them to demonstrate competence beyond the scope of the scheme. Hill and Moorland Leaders using this route to extend their personal remit, beyond the scope of the qualification they hold, should clarify the operational responsibility of the technical advisor and the implications for their insurance cover for operating beyond the scope of the qualification held.



APPENDIX 3 - MOUNTAIN TRAINING AND THE MOUNTAINEERING COUNCILS

The prime aim of the four home nation boards of Mountain Training is to promote awareness of climbing and mountain safety through formal leader training schemes. These include the Lowland Leader Award, the Hill and Moorland Leader Award, the Mountain Leader Award, the Winter Mountain Leader Award, the Single Pitch Award, the Climbing Wall Award and the Climbing Wall Leading Award.

Mountain Training promotes and co-ordinates the four home nation Boards in the provision of this training and is responsible for the Mountaineering Instructor Scheme and the International Mountain Leader Award. Mountain Training also maintains a centralised national mountain training database (known as the Candidate Management System or CMS), which provides a record of qualifications for mountain leaders, instructors and guides throughout the UK.

The mountaineering councils are the representative bodies for climbers, hillwalkers and mountaineers and work to promote their interests and protect their freedoms. They provide a wide range of services for members and hold regular area meetings.

Mountain Training Cymru (MTC)

Siabod Cottage, Capel Curig, Conwy LL24 0ES

Tel: 01690 720272

info@mountain-training.org

www.mountain-training.org/home-nations/cymru

Mountain Training Board Ireland (MTBI)

Irish Sport HQ, National Sports Campus, Blanchardstown, Dublin 15, Ireland

Tel: 00 3531 625 1115

info@mountaineering.ie www.mountaineering.ie

British Mountaineering Council (BMC)

177-179 Burton Road, Manchester M20 2BB

Tel: 0161 445 6111

office@thebmc.co.uk www.thebmc.co.uk

Mountaineering Scotland

The Old Granary, West Mill Street, Perth PH1 5QP

Tel: 01738 493942

info@mountaineering.scot www.mountaineering.scot

Mountain Training England (MTE)

Siabod Cottage, Capel Curig, Conwy LL24 0ES

Tel: 01690 720272

info@mountain-training.org

www.mountain-training.org/home-nations/england

Mountain Training Scotland (MTS)

Glenmore, Aviemore, Inverness-shire PH22 1QU

Tel: 01479 861248

scotland@mountain-training.org

www.mountain-training.org/home-nations/scotland

Mountain Training UK and Ireland (MTUKI)

Siabod Cottage, Capel Curig, Conwy LL24 0ES

Tel: 01690 720272

info@mountain-training.org www.mountain-training.org

Mountaineering Ireland (MI)

Irish Sport HQ, National Sports Campus, Blanchardstown, Dublin 15, Ireland

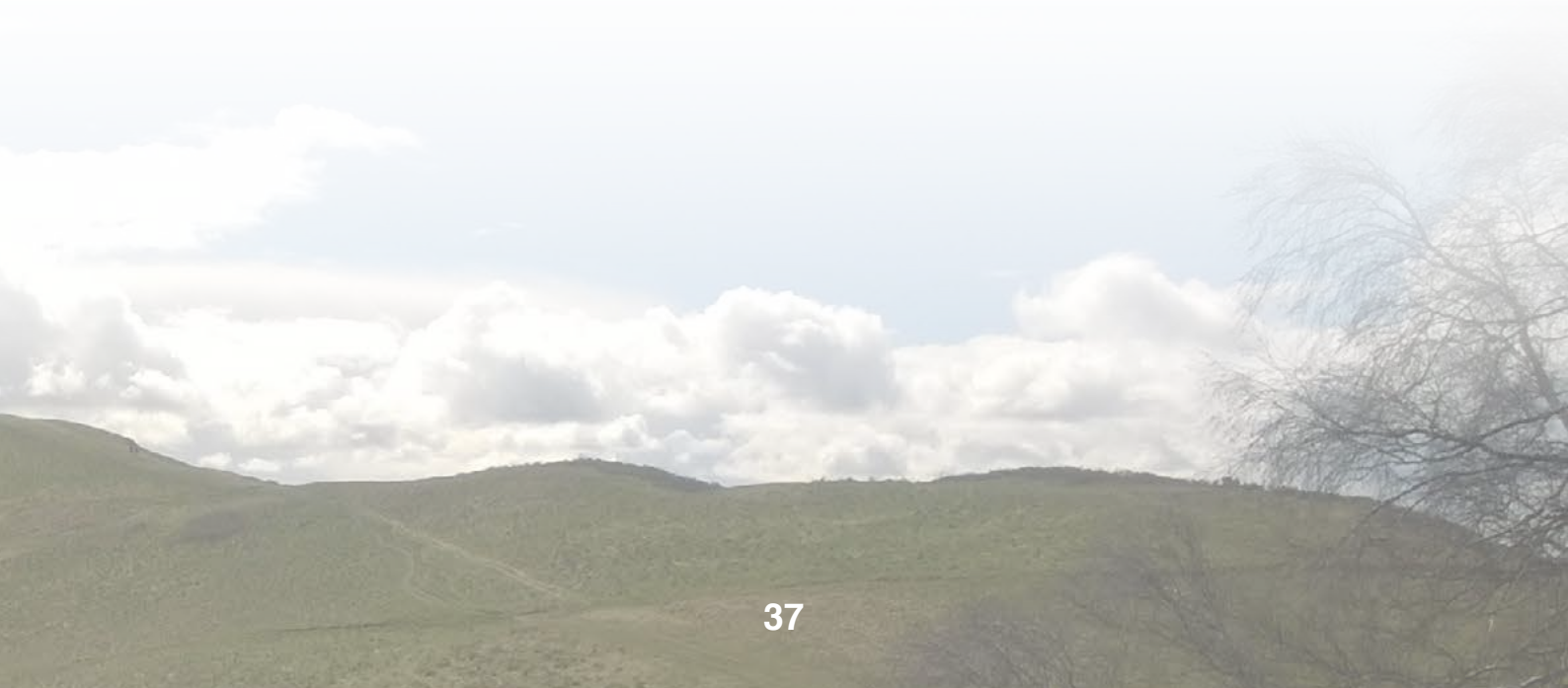
Tel: 00 3531 625 1115

info@mountaineering.ie www.mountaineering.ie

APPENDIX 4 - BIBLIOGRAPHY

The following publications, while not an exhaustive list, are all relevant to the syllabus of the Hill and Moorland Leader Award.

Call Out Mountain Rescue? A Pocket Guide to Safety on the Hill	*Judy Whiteside*
Hillwalking	*Steve Long*
Hostile Habitats	*N Kempe, M Wrightham*
How to Shit in the Woods	*K Meyer*
Leading and Managing Groups in the Outdoors	*Ken Ogilvie and Lyn Noble*
Managing Risks in Outdoor Activities	*Cathye Haddock*
Mountaincraft and Leadership	*Eric Langmuir*
Navigation in the Mountains.	*Carlo Forte*
Safety, Risk and Adventure in Outdoor Activities	*Bob Barton*
The Nature of Snowdonia	*Mike Raine*
Mountain Weather (A practical Guide for Hillwalkers & Climbers in the British Isles)	*John R Weber*



APPENDIX 5 - SAMPLE HOME PAPER

Model Upland Environment Paper for the Hill and Moorland Leader

1 Name three sources of information you might use when researching access to an unfamiliar area. (3)

2 One of the most common causes of conflict between landowners and recreational users is control of dogs. Why is this and what advice would you give to your group? (3)

3 Give two reasons why access to upland areas may be temporarily restricted. (2)

4 Name four of the government agencies responsible for conservation in England, Northern Ireland, Scotland, Wales or the Republic of Ireland (4)

5 Name two organisations that use volunteers to assist with their upland conservation aims? (2)

6 Name four designations that government can award in order to give wild landscapes a degree of protection? (4)

7 What is ACT and what is its role? (2)

8 List three badly-eroded upland paths and describe how you could help control further erosion? (3)

9 How can Hill and Moorland Leaders make a positive contribution towards conserving the environment for the future? (3)

10 You are planning an overnight camp in a moorland location. How would you minimise the impact? (3)

11 What issues do you need to consider when advising your group on sanitary matters and human waste disposal in the uplands? (3)

12 What, if any, bio-degradable material would you leave in the uplands and, if so, how would you leave it? (3)

13 Describe what the main differences in landscape would be if you visited the uplands of Britain and Ireland six thousand years ago. (3)

14 When did the last ice-age come to an end? (1) a. 10 000 years ago b. 50 000 years ago c. 100 000 years ago

15 Name and describe three features created by glacial action that can be found in the uplands of the UK? (3)

16 List three types of rock and for each name an upland area in the UK where this rock type is the major influence on the landscape. (3)

17 How is peat formed? (2)

18 Name three plants commonly found in or around wet/boggy areas of upland? (3)

19 Purple saxifrage and mountain avens are examples of arctic alpine plants. Our climate differs from most alpine regions. Why can these plants still be found in our mountains? (3)

20 Name two upland plants that are susceptible to over grazing? (2)

21 Name three types of native tree found in the uplands of Britain and Ireland. (3)

22 Name and describe two upland plants that can easily be recognised by their scent? (2)

23 Name an upland bird that: i) occasionally flies upside down (1) ii) eats other birds (1) iii) is a threatened species (1)

24 Name two animals in the UK uplands that change their appearance depending on the time of year? (2)

25 Name a reptile, an insect and a microbe that could be a hazard to walkers. (3)

Notes: there are a total of sixty eight marks available within this paper. Assessment candidates would normally be capable of gaining at least half marks.

MOUNTAIN TRAINING ASSOCIATION

Providing support and development opportunities for all candidates and holders of the Mountain Training awards.

Benefits include:

- Discounted Civil Liability Insurance
- Discounts with outdoor manufacturers
- Accredited CPD events and workshops
- Quarterly magazine and monthly e-newsletters
- Public profile within the Mountain Training website
- Regional Groups for training and networking events

To join MTA visit:
www.mountain-training.org/mta

Mountain Training, Siabod Cottage, Capel Curig, Conwy, LL24 0ES

Tel: 01690 720272

Email: info@mountain-training.org

Website: www.mountain-training.org