



Regional Team Guide

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Welcome Letter

Dear Regional Representative

We would like to thank you for taking on this important role. The Massage Training Institute takes pride in ensuring that practitioners are well informed and continue to maintain professional standards.

The MTI has two important strands, its schools and student practitioners, and the professional association (PA). Regional representatives work hard to enable practitioners to continue their professional development post graduation, by organising educational meetings, establishing communities and places of practice and support, and providing practitioners with an essential network for collaboration, sharing of skills, and dissemination of knowledge.

The PA is critical to the success of the MTI. Through the PA we learn to work together to produce better practitioners, reform our educational policies, and continue our drive to safeguard standards and profession. As regional representatives, you motivate practitioners to come together, engage with colleagues, and promote the MTI nationwide.

This guide has been compiled to assist regional teams and provide a supportive network to ensure your contribution to the MTI and your region. At the MTI we work hard to encourage regions to share information and develop collaborative workshops for the benefit of the MTI members. We hope you will use this guide to further develop your regional group and help promote the MTI and its work.

The MTI works with a number of partner organisations to inform the public of the need for recognised and registered practitioners trained to the highest professional code of conduct and knowledgeable in the study and application of soft tissue therapy techniques.

Welcome to our MTI family, working together for the benefit of massage therapists and therapy.

With best wishes,

Earle Abrahamson
MTI Chair

Anna Glowacka
MTI Membership Officer

A Short Guide to MTI

MTI was set up in 1988 as the UK's specialists in Holistic Massage. Since then we've developed into an organisation that focuses on:

- Supporting both our student and practitioner members
- Supporting tutors in their delivery of the MTI syllabus
- Supporting schools nationwide so that they can offer MTI's courses

Membership

Once you graduate your certificate will be sent to you, as well as details on joining MTI.

If you decide to become a member within six months of your graduation your annual membership will cost £50. After six months it costs £60 and is renewed annually.

MTI Membership Benefits

- **CPD and Networking:** Access to free or heavily subsidised events organised by your regional team.
- **Online Marketing:** A personal website page to promote your practice.
- **Insurance:** 24% discount on insurance with Balens Insurance (covering multi-disciplines, not just massage).
- **Discounts:** We have some exclusive offers for MTI members – [click here to find out more](#).
- **Trust:** Use of the MTI logo on promotional material, garnering trust in potential clients and helping you to increase your business.
- **Support:** We pride ourselves in supporting our members. With regional groups and a friendly admin team you're surrounded by people who are able to give you help and advice.
- **CNHC:** You can apply for membership of the Complementary and Natural Healthcare Council.

Membership Requirements

- 18 hours of CPD (Continued Professional Development) – although this is not required in your first year of membership.
- A three-year First Aid Certificate – first taken while training.
- Insurance – you must have valid insurance to practice massage.
- Attendance at a minimum of one MTI regional or national event a year, although this is not a requirement.

Further MTI Training

MTI schools across the country offer post-graduate training in Indian Head Massage and Remedial and Sports Massage. Many schools also provide CPD courses in a range of massage related disciplines.

MTI Conference

The ninth Annual Conference will be held on Saturday 22nd April 2017 in Solihull. We are currently putting together the programme for what, once again, promises to be a very interesting and educational event.



MTI Contacts



You can find out more information about MTI on:



- **Our website:** www.massagetraining.co.uk
- **Our Facebook Page:** www.facebook.com/pages/Massage-Training-Institute/455748711173058
- **Contact MTI Central at:** register@massagetraining.co.uk (Anna Glowacka) or mti@massagetraining.co.uk (Diana Newson)
- **MTI Marketing at:** marketing@massagetraining.co.uk (Jenny Hampton)



The Regions


The MTI membership (practitioners and students) is grouped in nine regions, with each region represented by a regional team.

Home Counties	London
	
<p>Berkshire, Buckinghamshire, East Sussex, Essex, Hampshire, Hertfordshire, Isle of Wight, Kent, Oxfordshire, Surrey and West Sussex</p>	
Members	Members
<p>Practitioners: 81 and Students: 42 Total % of MTI Membership: 15%</p>	<p>Practitioners: 76 and Students: 42 Total % of MTI Membership: 14%</p>
Schools	Schools
<p>Henley on Thames Tonic School of Massage and Bodywork www.tonicmassage.co.uk</p>	<p>London Bodyology School www.bodyology.org.uk</p>
<p>Brighton Unity School of Yoga and Bodywork www.being-in-unity.com</p>	<p>London In Touch Bodywork www.intouchbodywork.co.uk</p>
<p>Essex On the Spot Training School www.sallymorris.co.uk</p>	<p>London Quantum Metta School of Massage www.quantummetta.co.uk</p>
	<p>London Hands-On Training www.hands-on-training.co.uk</p>
Regional Team	Regional Team
<p>Currently combined with the London Region. However, a group in Henley-on-Thames/Aylesbury is being developed.</p>	<p>Gary Rollins London@massagetraining.co.uk</p>

Midlands	Scotland
	
Bedfordshire, Herefordshire, Leicestershire, Northamptonshire, Shropshire, Staffordshire, Warwickshire, West Midlands and Worcestershire	All Scottish Counties
Members	Members
Practitioners: 62 and Students: 25 Total % of MTI Membership: 10%	Practitioners: 47 and Students: 28 Total % of MTI Membership: 9%
Schools	Schools
Worcester Worcester College of Massage and Bodywork www.bristolmassage.co.uk	Livingston Rosslyn Alternatives www.rosslynalternatives.co.uk
Birmingham The Meridian School of Massage and Bodywork www.lhmeridian.co.uk	Edinburgh The School of Holistic Therapy www.holistic-school.com
Regional Team	Regional Team
Anne Bradshaw, Nicola Cope and Usama Dafaalia midlands@massagetraining.co.uk	Natalia Duncan, Danny Mullins, Carlynn Young and Emma Jane Veitch Scotland@massagetraining.co.uk

North	West Country
	
<p>Cheshire, Cumbria, Derbyshire, Durham, Humberside, Lancashire, Manchester, Merseyside, Newcastle, Northumberland, Nottinghamshire, Teeside and Yorkshire</p>	<p>Bristol, Gloucestershire and Wiltshire</p>
Members	Members
<p>Practitioners: 76 and Students: 26 Total % of MTI Membership: 12%</p>	<p>Practitioners: 133 and Students: 50 Total % of MTI Membership: 22%</p>
Schools	Schools
<p>Sheffield The Sheffield Centre for Massage Training www.massage-training.co.uk</p>	<p>Bristol Bristol College of Massage and Bodywork www.bristolmassage.co.uk</p>
Regional Team	Regional Team
<p>Gerry Andrews, Claire Feldkamp, Natalia Vrchovska, and John Mackie north@massagetraining.co.uk</p>	<p>Kate Browne and Lydia Spry westcountry@massagetraining.co.uk</p>

Wales	East Anglia
	
All Welsh Counties	Cambridgeshire, Lincolnshire, Norfolk, Suffolk
Members	Members
Practitioners: 36 and Students: 25 Total % of MTI Membership: 7%	Practitioners: 32 and Students: 14 Total % of MTI Membership: 5%
Schools	Schools
Cardiff Cardiff Metropolitan University tbartlett@cardiffmet.ac.uk www.cardiffmet.ac.uk	Norwich Inner Space massage@innerspacenorwich.co.uk www.innerspacenorwich.co.uk
Regional Team	Regional Team
Jessica Sainsbury-Thomas and Sue Attrill wales@massagetraining.co.uk	Kerensa Martin, Laura Richardson and Kit Adam eastanglia@massagetraining.co.uk

South West

Cornwall, Devon, Dorset and Somerset
Members
Practitioners: 28 and Students: 7 Total % of MTI Membership: 4%
Regional Team
Bridget Taylor and Sharon Bull - southwest@massagetraining.co.uk

MTI's Organisational Structure

MTI's operational structure consists of a Board and three Councils.

MTI Board

- Overall policy.
- Arbitration of issues.
- Internal & external affairs (inc. representing MTI at national level with support as appropriate from stakeholder MTI councils.
- Finance (see right).
- Publicity & marketing policy.
- Code of conduct & disciplinary procedures.
- Disciplinary hearings.
- Liaison with relevant bodies.

Financial Administration

- Company secretarial duties.
- All financial affairs inc: invoicing; payments; preparation of financial accounts, forecasting, liaison with accountant,
- Online shop (future).

Exams Council

- Ensuring the stability of MTI by continuing our reputation for high standards.
- Arrange & carry out all external student assessments, both practical & theory.
- Annual review of practical & theory assessments
- Supporting Schools Council - new tutor assessments; tutor training after annual review.
- Quality assurance of training centres.
- Assessment of new examiners.
- Assessment processes of new courses.
- External verification of MTI exam processes.
- Website: exam section.

MTI Board Members

Chair: Earle Abrahamson

Director: Karen Yarnell

Director: Tim Bartlett

Finance Officer: Alistair Collier

Company Secretary: Diana Newson

Administrator: Administrators in turn

Exam Council Members

Board member supervisor: Karen Yarnell

Holistic massage practical: Vicky Gaughan, Kit Adam & Ros Cope

Holistic massage theory: Tim Bartlett

Indian head massage practical & theory: Sally Morris

Admin support: Diana Newson (lead on Handbook updates)

Other reps as required as new qualifications come on board.

Schools Council

- New tutor applications and assessments.
- New tutor mentoring.
- Maintaining syllabi for all courses (Holistic Massage, Indian Head massage & new qualifications).
- Developing new qualifications.
- Tutor training days.
- Setting up an MTI teacher training programme.
- Setting up an assessor course.
- Publicity - marketing and events, in collaboration with Practitioner Council.
- Website: training centre section.
- Ensuring training centres maintain adequate
- Health & Safety management systems.

Schools Council Members

Board member supervisor: Tim Bartlett
Teacher training: Darien Pritchard
New tutor liaison: Sarah Cohen
Admin support: TBA

All MTI training centres are automatically members, the contact for each centre is:

Tonic Massage Academy: Celine Samson
Quantum Metta: Dymrna O'Brien
Bodyology: Dror Steiner
SHT Edinburgh: Simonetta Logan
Hands-on-Training: Jennie Parke Matheson
On the Spot Training: Sally Morris
BCMB: Jacquie Kelly
Roslyn Alternatives: Ros Cope
SCMT: Vicky Gaughan
CMU: Tim Bartlett
Unity: Sevanti
Inner Space: Kit Adam

Practitioner Council

- Subscription fees.
- Allocation of funds between regions.
- Communication & support between regions.
- Rolling out new services (e.g. online shop).
- Matching or exceeding other Practitioner Associations.
- Considering different categories of membership.
- Annual conference.
- Marketing & events, in liaison with Schools Council.
- Website – practitioner section.

Practitioner Council Members

Board member supervisor: Earle Abrahamson
Administrator: Anna Glowacka
London: Gary Rollins
North: Clare Feldkamp & Gerry Andrews
Scotland: Natalia Duncan
Wales: Jessica Sainsbury-Thomas
West Country: Victoria Armstrong
South West: Paula Busto
Home Counties: TBC
East Anglia: Kerensa Martin
Midlands: Anne Bradshaw & Nicola Cope

Roles and Responsibilities of the MTI Board

Tim Bartlett is responsible for the financial decisions within the MTI. This means that any spending decision must be agreed by him. Tim communicates with Allistair Collier (Finance Officer) and informs him of potential spending and what to expect in terms of expense claims. Any spending that impacts our regions, our schools and events must be approved by Tim and the Board. Tim also co-ordinates and is the board member responsible for the schools and MTI training centres.

Karen Yarnell is responsible for the examination process and chairs the examination council. All decision impacting examinations must be approved by Karen.

Earle Abrahamson deals predominantly with the PACs, CNHC and GCMT and represents the MTI at this meetings. Decisions and/or questions pertaining to these organisations and groups can be directed to Earle and/or yourself in the case of the PACs.

It is good practice to keep the board informed on issues that could impact the MTI's development, growth or reputation no matter how big or small you think they may be. We are encouraging a culture of effective and transparent communication so that all are informed and together we are in a positive position to move the MTI forward.

Roles and Responsibilities of the Regional Team

We have regional groups around the country. These groups are run, in a voluntary capacity, by MTI members, for the benefit of other MTI members in their region. Each group has a regional representative who meets with the Practitioner Association Council two to three times a year to discuss MTI's membership and ways to continue to improve the service provided to our members.

The main roles of Regional Teams are to:

- Liaise with MTI practitioners in your area
- Organise events in your area for practitioners
- Attend National Practitioner Council meetings (2 to 3 a year) to discuss the future of MTI and give feedback from practitioners in your area.
- Input into the organisation of the annual MTI Conference
- Visiting MTI schools to discuss MTI with students

Many regional teams delegate roles to team members, examples of these roles are:

- **Regional Representative:** The figurehead of the regional team. They are usually the person who attends the Practitioner Council meetings and have the role of coordinating the rest of the Regional Team. They also tend to be the person who liaises with the regional team via email.
- **Treasurer:** This member has the responsibility to put together the annual budget to submit to the Board. They will also hold funds and authorise expenditure from the regional budget.
- **Events Organiser:** This member has the responsibility of leading the organisation of regional events. They will liaise with the treasurer in regards to the budget for these events.
- **Marketing:** This member has the responsibility of promoting regional events and the group in general using email and social media.

This list of roles is not exhaustive and more may emerge during the development of the Regional Team. It may be that one member takes on more than one role.

Liaising with MTI members

In the membership letter members receive when they join MTI they are given the contact email for the regional team. The letter encourages members to contact the regional team to introduce themselves. Members may also contact the regional teams if they have a query regarding MTI or massage. If the regional team feels that a question is beyond their knowledge they can forward it to MTI Central at register@massagetraining.co.uk

Regional Emails

Each region has a dedicated email address, which they should use when contacting the MTI membership. If you need help in setting up this email address on your computer then please contact Anna at register@massagetraining.co.uk

Planning Events

Ideally Regional Teams should meet in July/Early August to plan events for the coming MTI year, which runs from 1st September to 31st August. Inspiration for these events can come from:

- Asking the local membership what type of events they would like to take part in
- Your own experiences of successful and informative workshops
- Events run by other regions
- Successful events that your region has run in the past

Continued Professional Development (CPD)

Events should offer participants with quality CPD that they can put towards the 18 hours required by MTI on an annual basis. MTI Central provides all regional teams with a CPD attendance certificate template that they can modify and distribute to participants.

Current MTI guidelines state that the each hour of CPD should be recorded on the certificate.

Planning the Events' Budget

MTI Central provides Regional Teams with a template to complete and send back to MTI so that funds can be released to support the Regional events. To receive a blank form contact register@massagetraining.co.uk.

Once the budget has been approved by The Board (within five working days) the Regional Team can confirm the arrangements with the venue and speakers. MTI Central will release the agreed funds as and when they are invoiced for (see Funds from MTI Central section).

MTI also uses the information given about events to update the events page on the MTI website - <http://www.massagetraining.co.uk/?Itemid=241>

What Should Regional Teams Charge for CPD?

Subsidised events are a key part of MTI membership; it's a big part of the value of the membership. Historically it seems to work best to charge at least a small amount to encourage delegates to turn-up at the event. The current guidelines are as follows:

- Free or £3 for short talk/workshop (around 2 hours)
- £5-10 for evening or half day (3-4 hours)
- £10 -£20 for day workshop (7 hours)
- £15-£20 for day workshop with high profile speaker

For non-MTI members increase the charge accordingly. This is just guidance so feel free to adjust as works best as you will obviously need to consider your expenditure for the event.

Expenditure can include:

- **Speaker Fees:** Many Regional Teams offer a fee and expenses to speakers/workshop leaders; this fee is negotiable and depends on the quality of the CPD and the marketing opportunities the event gives to the speaker.
- **Venue Fees:** It is very likely that the Regional Team will have to pay for an event venue.

- **Refreshments:** Regional Teams may decide to offer hot drinks and snacks to participants.

Funds from MTI Central

Under the current funding scheme (starting 1st September 2015) each region will receive a £100 slush fund to spend on small expenditures such as refreshments etc. For large expenditures, such as venue costs and speaker fees, an invoice should be sent to Alistair Collier at finance@massagetraining.co.uk and he will make the payment directly.

There is a central fund of £3,200 and each regional team can apply for as much as they envisage they will need to run a successful event.

This financial scheme was devised so that Regional Teams do not need to hold excess MTI funds in personal accounts. It is also in response to Regional Teams receiving an annual budget yet not actually spending it within the year.

Notes on Regional Team Financial Procedures

Below is information regarding regional finances. We hope that all your questions are covered, but if not please don't hesitate to contact MTI Central.

The Financial Year: Runs from 1st September to 31st August.

Income and Expenditure: Please update the spreadsheet that you used to request the regional budget as income is received and expenditure is spent.

Petty Cash: You should already have £100 in petty cash that can be used to pay for smaller cost items such as refreshments. If haven't received these funds then please contact Alistair Collier on finance@massagetraining.co.uk.

During the period of 2016/17 please use event income to keep petty cash topped up to £100.

Petty cash can be kept either in a personal account or as cash, this is a decision for you to make.

Invoicing for Larger Amounts: For larger expenses, such as venue costs or speaker costs, please ask the payee to invoice MTI Central with your region code (see below) as the reference – this is very important so that we can keep track of expenditure in your region.

They can either email the invoice to Alistair Collier at finance@massagetraining.co.uk or post the invoice to him at 30 Broadfield Gardens, Worcester, Worcestershire WR4 0DP

Paypal: If you use Paypal to gather payment from event participants then ideally we would like you to use MTI Central's Paypal account. If you would like the details of this account please contact Anna Glowacka at register@massagetraining.co.uk

If you are setting up with the MTI Central's Paypal account it is very important that you use your regional code (see below) to precede the income item e.g. *EA – MTI Members*

Transferring Income to the MTI Account: If you are transferring income to the MTI Central Account please use your regional code as a reference. MTI's account details are:

- A/C Name: **The Massage Training Initiative**
- A/C Number: **03889920**
- Sort Code: **20-62-68**

Extra Support from MTI Central: You can ask for additional income from MTI Central at any point in the financial year. All requests will go before the Board who will endeavour to respond in five working days.

Regional Codes: Please use the following codes when you are transferring funds to or invoicing MTI Central:

- East Anglia: EA
- Home Counties: HC
- London and Home Counties: Lon
- Midlands: MD
- Scotland: SCT
- South West: SW
- Wales: WAL
- West Country: WC

Notes

- You can include all expenditure relating to regional meetings and events in your budget, this includes your own travel.
- You should not include expenditure relating to national PAC meetings/the Conference as this comes out of a separate budget.

Practitioner Association Council (PAC) Meetings

We hold two PAC meetings a year, one usually in October/November and one in conjunction with the AGM (March/April). These meetings take place around the country.

One representative from each region is encouraged to attend these meetings (this does not have to be the Regional Rep). This is an opportunity for teams to share best practice and seek solutions to any difficulties that may have been encountered. It is also a forum to discuss the future of MTI, with an update from the MTI Board.

Minutes from PAC meetings can be found in the secure section of the MTI website (you will need to log in before the link will work) - <http://www.massagetraining.co.uk/agm-and-board-meeting-minutes.html>

The next PAC meeting is on 14th March 2017 at Solihull College, Blossomfield Campus Solihull College, Solihull B91 1SB.

PAC Facebook Group

We also have a closed Regional Team Facebook Group that is used for sharing information with teams across the UK. This is a forum to ask questions and share ideas about events. If you are not already a member of this group please contact register@massagetraining.co.uk.

AGM Meetings

MTI holds its AGM every March/April; Regional Teams are encouraged to attend.

Minutes from AGM meetings can be found in the secure section of

the MTI website (you will need to log in before the link will work) - <http://www.massagetraining.co.uk/agm-and-board-meeting-minutes.html>

The next AGM meeting is on 14th March 2017 at Solihull College, Blossomfield Campus Solihull College, Solihull B91 1SB.

MTI Conference

Every year MTI holds a Conference, which is traditionally organised by a Regional Team. Essentially the team will decide on a venue, a theme and the speakers to lead workshops etc. There is extensive support from MTI Central, particularly surrounding marketing and the logistics surrounding the attendees (i.e. the production of the Conference booklet, name badges etc.).

Conference 2017 will be held in Solihull and will be organized by MTI Central. To see more information visit the dedicated website - <http://www.mti-intouch.co.uk>

What Regional Teams Receive

MTI highly values the commitment and hours that the regional teams contribute to the MTI membership and to MTI as an organisation. With this in mind MTI offers Regional Team members:

- Free MTI Membership
- Free entry to the MTI Conference
- Professional support from MTI Central and the Practitioner Association Council
- We are in the process of creating a website page dedicated to the Regional Teams on which members can promote their own massage practice.

MTI – Plans for the Future

Marketing and PR Review and Strategy
October 2016

Introduction

Market background

Holistic and soft tissue bodywork is a busy and hugely varied market place in the UK, served by many professional associations and training providers.

The GCMT has 15 members and there are at least another 20 organisations that could serve MTI members as a professional association (see appendix 2).

The Massage Therapy UK directory lists more than 160 massage and holistic therapy courses, schools and colleges.

The National Careers Services estimates that there are 307,000 massage therapists working in the UK today and that by 2020 that number will have increased by 28,000.

There is no shortage of potential members but there are also many organisations that exist to serve them.

MTI background

MTI began 28 years ago because there were very few accrediting bodies taking a holistic approach at the time.

MTI has a positive reputation and a presence at a national level in deciding and upholding standards and promoting the holistic approach through CNHC and GCMT.

It is in a state of transition from how it has worked since it was founded to a new way of working as a more outward facing organisation.

As part of this, the central team recognise the need for a new marketing direction – one that engages with a wider audience and refreshes and modernises the MTI brand. Part of this is to create a more user friendly and functional website and to put more resource into marketing and business development.

Unique selling point

The MTI values are integrity, sensitivity and creativity. It is still the only PA that only serves holistic massage therapists. It promotes a client-centred approach that is as much about relating on a human level to clients as it about treating physical ailments, while at the same time using anatomy knowledge to provide the most effective treatment possible. It combines the art and science of massage practice.

Because members come largely through MTI-accredited schools, this has created a community atmosphere among members and the relative smallness of the organisation means that it's possible for any member to have an input and make a difference.

There is a sense among the central team and members that there is a wealth of excellent, unique and transformative work being done by MTI members and schools - yet its profile remains low.

How to move forward?

Key questions

- How to grow the membership. Is it through:
 - Supporting schools to offer more course places
 - Setting up new schools
 - Actively recruiting non-MTI trained members
 - Raising standards and promoting professionalism
 - Encourage unrenewed members to re-join.

- How to add value to the existing membership?
 - Increase and further support regional activities
 - Offer more member services
 - Create more partnerships and links with other related organisations and individuals (eg non-MTI teachers)

- Promote MTI and holistic massage in the wider world so more potential clients will seek out MTI therapists, through having a presence at events and publishing more articles.

Internal organisation and communication

As well as the need to focus outwards, there is also recognition among the central team that its organisation and communication needs to improve – that MTI needs to become a truly professional organisation. Issues include:

- Low staff resources – small admin team with limited hours and minimum pay for the Board meaning a lot of their contribution is voluntary and depends on other commitments.
- Also the largely voluntary nature of the regional teams means that there are huge fluctuations between regions and within each region as to the time that the members can commit to MTI work. Some regions function well, others not as much – and this fluctuates over time. Could the teams be paid, incentivised or supported more? Does the central team need to put a backup plan in place for when there is a lull in regional activity or is it enough that the schools can take that up with offering CPD? Perhaps even communicate with members in the area if there isn't a regional team for a time and let them know about other sources of information and training.
- The above also impacts on communication – it can take a long time for emails to be responded to because of time pressures. Also due to changing personnel there has been a lack of clarity about how certain aspects of the regional teams function.

This could be helped by refreshing the regional team guidance and more communication between the Board, the regional team and admin team. Part of the updated guidance could include 'who to contact for what', especially in the absence of the membership officer and what to do if you can't get an answer to your query.

Marketing Themes

Recruitment

There are 4 ways MTI could grow its membership:

- Supporting schools to offer more course places
- Setting up new schools
- Actively recruiting non-MTI trained members
- Encourage unrenewed members to re-join.

Supporting schools to offer more course places

- A marketing toolkit for support for schools to help boost places.
- Connect schools with each other so they can share best practice.
- Ask the regional team and any neighbouring areas to offer support – eg sharing on Facebook; send a team to local community events.
- Ask partners to promote.

Setting up new schools

- Create a business package for tutors to start their own school. This could become a part of the tutor training and be included in the tutor area of the website.
- Existing schools could also be approached to see if they would be interested in becoming an MTI accrediting school.

Actively recruiting non-MTI trained members

- Promoting MTI through partnerships with other organisations, eg Physique Management and Massage World.
- Having a presence at events such as CAM Expo – could be through a presentation, a stall or asking a partner to display MTI information.

Encourage unrenewed members to re-join

- Survey expired members who are no longer practising – especially recent graduates - to find out why they find themselves unable to continue to practising.

- If the survey results suggest it could be useful, offer a postgraduate support programme in partnership with the schools to help recent graduates. It could be a formalised version of what already exists, eg CPD, supervision, graduate clinics, where recent graduates get a certificate at the end of the year after completing so many hours CPD and self-reflection, including business and marketing support.
- Offer a discount membership for a limited time to expired members to re-join – this could potentially be problematic for existing members but making an offer to reward continuous membership could address this (see below).

Adding Value

How to offer more value to existing members?

- More regional activities
- More member services – discounts, awards, publications, loyalty schemes
- Partnerships and links with related organisations
- Promoting MTI and holistic massage in the wider world.

More regional activities

This would mean more support for the regions that aren't delivering a full programme of activities (see section on 'low staff resources' on page 7 and section on regional teams). It could also include different ways of delivering activities:

- Encouraging regional teams to offer online events – these can then be sold via download on the website and shared with other teams.
- Encourage more networking between the regional teams so they can share best practice – eg the Scotland team go to the student graduations to talk about what they offer - be great to share this idea with other teams. This can theoretically happen on the Facebook group and at PAC meetings, but perhaps the teams need more encouragement or a different forum to share what works.

More member services

- Physique Management has offered to sponsor a competition at the 2017 conference. This could be part of an awards scheme, or a one-off competition. If part of an awards scheme, this could be launched to reward and recognise the excellence of members' work. This is something the central team recognise is needed. It could also help maintain members.
- Expand the newsletter into an online magazine with more articles and features.
- Introduce a loyalty scheme that rewards continuous membership and offers points for activities such as promoting MTI at events or taking MTI CPD courses, which could then be claimed off membership fees.
- Create a private social network on the new website for members to connect with each other and share best practice. Some members don't want to join Facebook or aren't active on it and so miss out on the aspect of connection that happens through the group pages.
- Build resources section on the website - eg a marketing toolkit for practitioners; image library; research articles.

Partnerships and links

- Develop existing partnerships – eg Songbird, Massage World and Physique.
- Build new links - survey members to see who they would like us to partner with and what kind of services would be helpful for them to receive discounts for or connections with.
- We could also approach other PAs such as FHT to see if there was a way we could work together to serve members.
- Another aspect to this is an ambassador programme – influential members and non-members who could spread the word about MTI. This already happens on an informal basis – eg, Ruth Duncan always speaks positively about MTI. Could approach her and others such as Keith Hunt and see if there was a way to formalise this ambassador role and invite others to do so.

Promoting MTI and holistic massage in the wider world

- Work with the CNHC and GCMT to feed into any national campaigns eg in the NHS promoting healthy, active lifestyle, to see if holistic massage can be included in that campaign.
- Provide a media area on the website and send articles and press releases to relevant publications to promote MTI expertise; contact relevant print and online publications with suggestions for articles.
- Post more general content on social media to attract wider public attention – through blogs, videos, gifs, etc. Create content related to national events –eg Dementia Awareness Day.

Marketing Channels

Website

The website is going to be re-designed and rebranded to improve the user experience and functionality. Part of this is making it more accessible and inviting for members of the public looking for a massage therapist. A brief will go out to three contractors, separate to this strategy.

Social media strategy

- Continue to use existing social media – Facebook page and member group and Twitter account. Posts that get the most engagement tend to be ones that are philosophical rather than informative – so a post with a quote about what massage means gets much more widely shared than one about a job opportunity.
- Encourage more members to join the closed MTI member group so the page can have a more public facing function and be part of the promotion of MTI and holistic massage to a wider audience. Look into possibility of running a Facebook ad campaign to reach a wider audience.
- As part of website re-design, start a blog, invite contributions from members and ask the central team to provide one blog a year each.

- Set up Youtube Channel to create and post video content. To include: video blogs; introduction to MTI; What is Holistic Massage? And similar to post on the website and share on social media.

Events strategy

- Target four key events a year and contact the organisers at least nine months before the event. Offer to provide a speaker and look into partnering for a joint stand or displaying information, in return for a discount stall at the MTI conference.
- Provide a toolkit for regional teams, schools or enthused members to offer massage at local events. Use best practice existing, eg Sally Morris and BCMB.

Marketing collateral

- Create one or two new display stands to reflect new brand.
- Create 4 leaflets in new brand – Why train with MTI; Why use an MTI-trained therapist; Why join MTI; What is Holistic Massage?

Appendixes

1. Feedback from MTI central team

MTI values and what we want to be known for

- Good quality, person-centred massage.
- Inclusive membership – members at its centre.
- Honesty, transparency, the best.
- A community of like-minded massage practitioners upholding excellence in training and standards.
- Innovative, initiative, research-informed, evidence-based practice – mission is shifting. Need to improve and move forward.
- Organisation that cares about students, members and works in their best interest.
- First call for massage training, look to us first.
- Proud of who we are, where we've been and keep our finger on the pulse and keep members informed of major changes.
- Centre of innovation.
- Research lead for massage.
- Inclusive and diverse.
- High-standard training and examining.
- Confident, client-centred individual approach.
- Effective and fabulous massage.
- Professionalism.
- Integrity and respect, for self and others.
- Value for money.
- Safe and effective work.
- We give our best.
- High quality professional massage. One of the best communities of massage teachers and therapists with a sensible and mature attitude to bodywork.
- Respected for the quality of the work we do and the therapists that graduate. Knowing that people can trust MTI therapists.
- Sensitivity, integrity, creativity. Diversity of styles – each practitioner is different.

How these values are communicated

- Share our good practice through all communication channels.
- Get feedback from regional groups about how we are upholding our values. Eg tie in workshops to our values.
- Through AGM.
- In our dress and the set up of our rooms.
- In every aspect of our business from punctuality and £rate to depth of treatment.
- In honesty – eg knowing when to refer and always working for the good of the client.

- On individual and MTI marketing material, by word of mouth, from experience, on our codes of ethics.
- Openness about challenging ourselves to be creative. The work that therapists do.
- Clients know and colleagues we work with know. Seeing the quality of the therapists and the work we do.

Aims and outcomes

- Mentorship, supervision, research group and impact of it.
- Update website.
- New assessment techniques for AP&P.
- Helping members to succeed and feel nourished and fulfilled by their work and that they have the right training and support to do that.
- More schools and growth within existing schools.
- I think there is a fundamental decision to be made in terms of the PA. The decision is expand and diversify/broaden, or expand less/stay the same and become a centre of excellence for MTI-style massage and massage alone.
- Improve internal communication.
- Curriculum.
- National standards – level 4 massage training.
- Schools need sustainable numbers – help recruitment for smaller schools.
- Develop and uphold standards as part of the GCMT and CNHC.
- Move the massage agenda forward nationally.
- Be a lot more powerful about communicating what we are expert in and what we have to offer.

Functions and offer to members

- Represent members through the PA.
- Conference, regional groups, block insurance.
- Confidence in a professional and flexible approach.
- Access to regional teams and CPD training at affordable prices.
- News, newsletter.
- Schools and support.
- Job opportunities.
- Provide framework for training.
- 3 strands – Schools, PAC and Exams.
- Safeguard training standards.
- Relationship with schools who deliver the skills training – independent within a framework.
- In future – access to research.
- A comprehensive website.
- Business and massage/bodywork training and support.

- Sense of community and family. A place to grow and understand new developments, embrace change and really relate to people – seeing clients as whole human beings.
- Provide a comprehensive toolbox of techniques so the practitioner can draw on several disciplines to meet client need.
- Teaching the right skill mix for successful practitioners with a lot of return business.

Uniqueness

- Small and friendly – chance to get involved and make your mark.
- Passionate about raising standards – need to evidence why we are the 'gold standard' and shift from internal to external focus.
- Holistic approach.
- It's the only training organisation to run individual practical exams.
- Small = community. Discussion about standards and quality and values always there.

Positives

- We communicate well with regional groups and tutors.
- The way schools manage training – training is a high standard.
- Input investment and quality of conference – very good.
- When we do invest we invest well.
- Buoyant funding.
- Passionate about what we do – nurturing organisation.
- Regional reps.
- Standard of practice high.
- Constantly thinking about ways we can improve and put goals in place.
- Quality of newsletter is strong.
- We teach students to become the best practitioners and support those students and practitioners. There is a culture of learning.
- Professional information is current and helpful eg record keeping, the newsletter, the conference workshops.

Improvements

- Communicate better with individual members, esp around renewal.
- Marketing in a more positive and powerful way, eg - website and use of social media.
- How Board interacts with PAC – actively involved.
- Growth and development of other courses, eg develop courses ourselves.
- Way we market ourselves and get our message out there.
- Creating a space where people want to join us and are excited about what we do.
- We can become more relevant (eg offer up-to-date research summaries, do research and get published).

- We can form new relationships (eg with NHS Depts, such as physio).
- Our syllabus and exams can update (and this will happen soon).
- Our set texts can update (happening): we can write books.
- We can recommend the most useful equipment etc. of the range on sale like Which (ie do their homework).
- Logistics – business organisation.

Going forward

- Move forward with ideas and realise them – and measure what we do.
- Need to improve staffing levels or growth will be very slow. Which areas do we want to grow in? Marketing and branding and increasing PAC.
- Recognise those who are doing great work and ambassadors, eg Keith Hunt and Ruth Duncan.
- In order to be excellent and the gold standard, we need to be good at everything we do, then can move up to the next level.
- Actively want to grow MTI brand and schools in particular regions.
- Grow membership by 7%. Look at factors and root causes of why people are leaving/not joining. Look at FHT reasons for growth.
- More proactive Board that moves forward quickly.
- Engender more growth and happiness! Eg through improved communication.

2. Competitor/collaborator list

GCMT members

1. Association of Physical and Natural Therapists - (APNT)
2. London and Country Society of Physiologists Register - (LCSP)
3. National Association of Massage & Manipulative Therapists - (NAMMT)
4. Scottish Massage Therapists Organisation - (SMTO)
5. The Sports Massage Association (SMA)
6. Sports Therapy Organisation (STO)
7. Complementary Therapists Association (CThA)
8. British Association of Sports Rehabilitaters and Trainers (BASRaT)
9. Massage Training Institute (MTI)
10. Confederation of International Beauty Therapy and Cosmetology
11. Active IQ
12. Vocational Training Charitable Trust
13. International Therapy Examination Council
14. Central YMCA Qualifications
15. Bowen Therapy Professional Association
Association of Biodynamic Massage Therapists - (ABMT)

Other Bodywork Professional Associations

1. Association of Light Touch Therapists
2. Association of Holistic Practitioners International
3. Association of Massage Practitioners

4. Association of Therapeutic Massage Therapists
5. British Complementary Medicine Association
6. Complementary Medicine Association
7. Council for Complementary and Alternative Medicine
8. Federation of Holistic Therapists
9. Guild of Complementary Practitioners
10. Independent Professional Therapists International
11. Institute of Complementary Medicine
12. International Register of Holistic Therapists
13. International Register of Massage Therapists
14. Massage Therapy Institute of Great Britain
15. Society of Holistic Medicine
16. Society of Holistic Practitioners
17. Society of Massage Therapists
18. The Academy of On-site Massage
19. International Association of Infant Massage
20. The Association for Soft Tissue Therapists

Other related organisations and existing partnerships

- GCMT
- CNHC
- Physique Management
- Songbird
- Massage World
- Balens
- Healing Hands network
- Lotus Publishing
- C & P Medical
- Holistic House
- Holos First Aid
- ITEC
- VCVT
- Anyone who does related work for example aromatherapy schools, other massage schools/Alexander Technique etc
- Anatomy apps

Non-MTI tutors/facilitators

- Ruth Duncan
- Piers Partridge
- Rachael Fairweather and Megan Mari (Jing Massage)