

**MOUNTAIN
TRAINING
TRUST**



PLAS Y BRENNIN
NATIONAL OUTDOOR CENTRE



TRUSTEES' REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Plas y Brenin, operated by the Mountain Training Trust, is the UK's home of true adventure.

It's the place for everyone to come and discover outdoor sports, improve their performance, and have great experiences across a range of activities in a safe environment.



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KEY SUMMARY

Since it was established as a National Outdoor Centre in 1955, Plas y Brenin has been the UK's natural home of true adventure. Based in Eryri (Snowdonia) National Park, it is a training and skills provider for everyone wanting to progress in outdoor activities in a safe environment - whether for independent adventures or as an outdoor professional.

Like most charities and organisations, Plas y Brenin was affected heavily by the COVID-19 Pandemic. This report contains a financial statement for the year April 2021 to March 2022 and includes details of key highlights and achievements during the year and a look to the future.

The twelve month period was a time of reflection, recovery and recalibration. Following the extraordinary impact of the COVID-19 Pandemic, we took the opportunity to delve deep within the business to ensure we were as prepared as possible, not for a return to business as usual, but for operating in a new normal.

Our focus was on stabilising the business during the reopening process while laying the foundations for medium- and longer-term growth. We welcomed new talent into our instructional and operation teams while reassessing and improving the benefits

we offer to all employees with a focus on health and wellbeing. As a National Outdoor Centre known for its excellence, we want to ensure we continue to raise the bar, set standards and lead by example when promoting healthy lifestyles.

Since reopening, we're pleased to report higher levels of interest, participation in outdoor activities, and awareness of the many associated benefits. In tandem, we have been actively working to broaden Plas y Brenin's customer base to play our part in making the outdoors as accessible, inclusive and welcoming as possible.



INTRODUCTION



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PLAS Y BRENNIN

NATIONAL OUTDOOR CENTRE

WHO WE ARE

Since 1996, Plas y Brenin National Outdoor Centre has been operated on behalf of Sport England by the Mountain Training Trust (MTT). We are an educational charity founded by the British Mountaineering Council, Mountain Training UK&I and Mountain Training England.

Plas y Brenin (PYB) is one of Sport England's three National Sports Centres (along with Bisham Abbey and Lilleshall) and is part of the UK's National Outdoor Centre network, including Glenmore Lodge (Scotland), Tollymore (Ireland) and Plas Menai (Wales).

The National Sport Centres (NSCs) are recognised nationally, and increasingly internationally, as examples of best practices for providing both community activity and world-class training environments, and their significant, positive contribution to Sport England's reputation across the sport and leisure sector. In addition, the NSCs regularly host a diverse range of partners and stakeholders to share best practice and innovation, demonstrating the wider asset value across the sport and leisure sector.



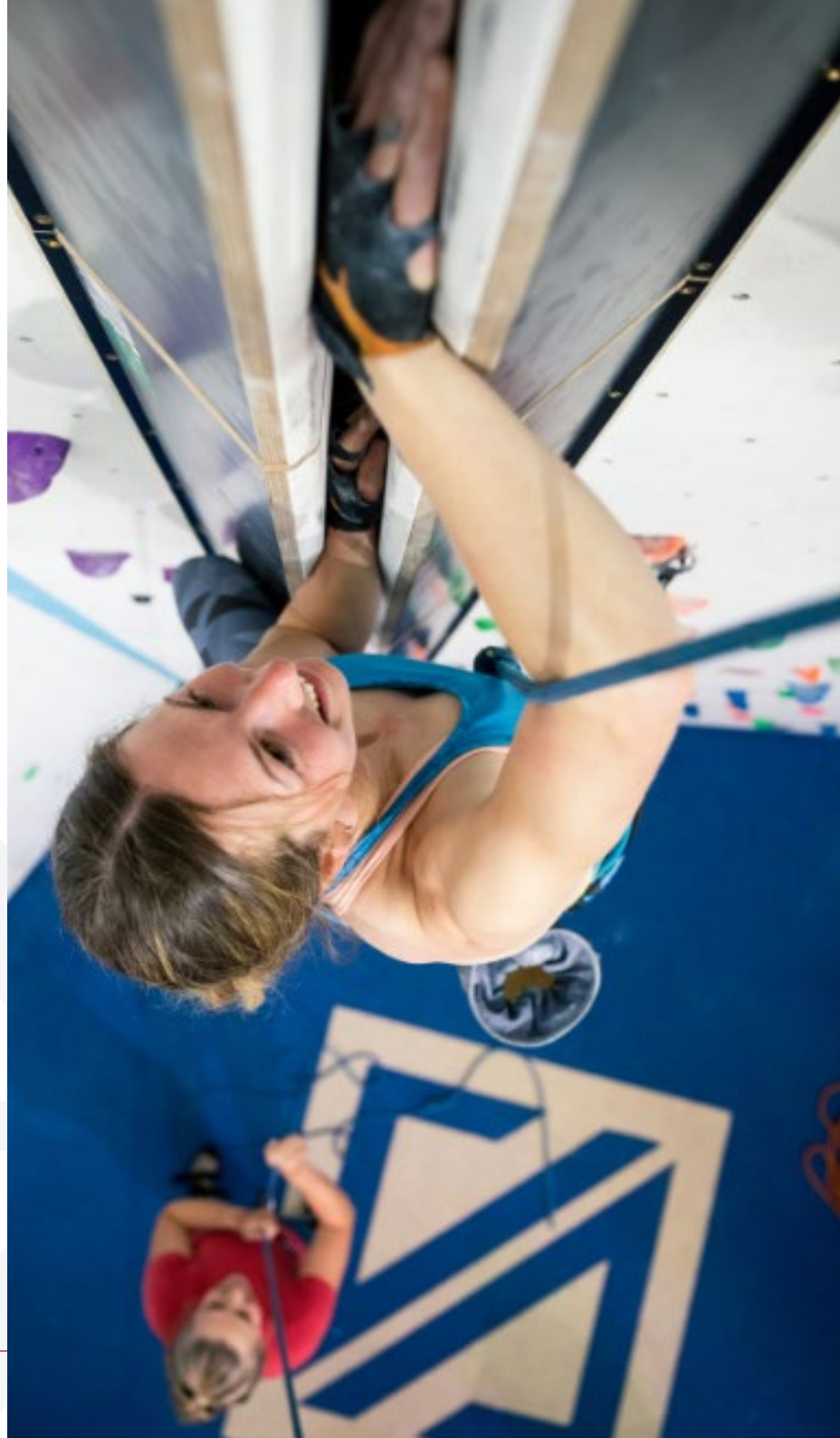
WHAT WE DO

Sport England's Plas y Brenin was founded in 1955 and is the UK's home of true adventure.

It is the place for everyone to come, whether they wish to discover outdoor sports for the first time or improve their performance and have great adventures across a range of activities including climbing, hiking, kayaking, canoeing, mountain biking and open water swimming in a safe environment.

The Centre offers over 200 courses, catering to all abilities and interests and tailored for everyone from corporate organisations, school groups and families to outdoor professionals, friends and individuals. The courses range from those designed for complete beginners through to enthusiasts looking to gain the qualifications they need to work in the outdoor sector – as well as companies and organisations requiring specialist training.

Plas y Brenin is one of the most recognised centres for training and developing outdoor instructors, who go on to work in the UK and all over the world.



OUR OFFERING

CLIMB

North Wales is home to world-renowned climbing spots – including the first officially recorded rock climb in Great Britain back in 1798. Across the region, you'll find classic multi-pitch trad routes through to stunning sea cliff climbs and beginner friendly crags.

This year saw the completion and opening of Plas y Brenin's refurbished indoor climbing wall and a new digital training board for more elite level climbers wanting to improve their finger and core strength for performance climbing. The original wall, made famous by its appearance in Johnny Dawes' climbing film "Stone Monkey", actually still exists hidden behind the panels in what is now the Centre's equipment store.

The Centre boasts a number of courses for aspiring through to performance level climbers wanting to rock climb outdoors or progress to winter mountaineering.

Our team of climbing instructors, coaches and guides are both committed and passionate about their craft, having amassed years of valuable experience climbing all over the world both professionally and personally.

We work closely with The British Mountaineering Council (BMC), Mountain Training, the Association of Mountaineering Instructors (AMI), the Union Internationale des Associations d'Alpinisme (UIAA) and the International Climbing and Mountaineering Federation, as well as other organisational and independent experts in the industry, to develop and deliver courses to train, assess and qualify climbing leaders and instructors for the industry.



OUR OFFERING

HIKE

Since national lockdown restrictions ended, hiking has continued to grow in popularity with Mountain Leader, Hill and Moorland Leader, and Lowland Leader courses and qualifications remaining firm favourites.

Through our courses and the talent of our team, we help people to discover and develop essential skills, push themselves or learn to lead others with a qualification.

Whatever the weather, we immerse our customers in exhilarating environments where they can learn everything, they need to set them on the path to enjoying independent adventures, safely, responsibly and confidently.

Our first class instructional team have thousands of hours of teaching hillwalking and mountaineering between them – and they are passionate about unlocking outdoor spaces for everyone.



OUR OFFERING

PADDLE

Paddlesports, especially Stand Up Paddleboarding (SUP), has become increasingly popular over the last few years – attracting new and returning customers to Plas y Brenin.

Overlooking the beautiful twin lakes of Llynau Mymbyr, Plas y Brenin is located in the perfect place for those looking to discover paddlesports. A host of nearby local lakes, rivers and coastlines provide incredible opportunities for all ability levels. The region is home to spectacular coastal sea kayaking venues to exhilarating white water rapids and serene lakes in the midst of Snowdonia's mountain ranges.

Our team of paddlesports coaches and instructors are hugely experienced, teaching kayaking, canoeing and stand-up paddleboarding. Matched only by their experience is their passion, which drives their love of helping people achieve and surpass their goals.

Plas y Brenin works closely with British Canoeing and Canoe Wales, to train, assess and qualify paddlesport leaders and instructors for the paddlesport sector.



OUR OFFERING

BIKE



At Plas y Brenin we are surrounded by some of the finest mountain biking routes in Europe.

World-class single-track routes, including the Gwydyr Forest and the Penmachno Trails, are on our doorstep, with other classics to be found nearby at Coed y Brenin and Coed Llandegla.

Our instructional ethos is to tailor our coaching to each customer, and our instructors are experts at identifying their strengths and weaknesses to ensure they get the most out of their time with us. During this financial year, we have expanded our offering, including our partnership with Experience Community with whom we offer an assisted bike programme.

We are a British Cycling 'Centre of Excellence' and our programmes, which have been developed with British Cycling, are designed to train, assess and qualify UK mountain bike leaders and instructors. We have a longstanding, strong relationship with British Cycling and our cross-sport expertise enables us to collaborate and influence the British Cycling leadership qualifications - including the Fundamentals of MTB course.



OUR IMPACT

As a National Outdoor Centre, we sit at the heart of the outdoor sector, working closely with organisations that span learning and education, people development, membership and the wider commercial outdoor sector.



OVERVIEW

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PLAS Y BRENIN
NATIONAL OUTDOOR CENTRE



CHAIR'S STATEMENT

This is my last annual statement as Chair (and Trustee) of Mountain Training Trust.

My two terms of office have come to end, and the time seems to have flown by. I am pleased to say that through the diligent work of two CEOs and their teams and the support of Sport England the Trust is now in a much better place than when I joined.

Most notably the governance arrangements are now strong and reflect best practice. We have a Board which is of the highest calibre and reflects a range of interests and backgrounds.

Policies and procedures are clear and enable us to make decisions in a timely and informed manner. We are well supported by our Board Secretary who keeps us in line in the nicest possible way. I have never been more grateful for the support of the Trustees, the CEO and her senior team and the Board Secretary than during the various lockdowns and restrictions caused by Covid. It is hard to remember that the financial year this annual report covers, Plas y Brenin was still in lockdown.

Although these enforced closures enabled the organisation to review, rethink and plan ahead they were not a pleasant experience for anyone. An empty Plas y Brenin is just a building.

A full Plas y Brenin is a place where staff and customers come together to enjoy, explore and wonder at nature in general and the National Park in particular.

They also come together to challenge themselves and each other to achieve more than they ever thought possible.

I have been very proud to be associated with the Trust and all that it does to encourage people to have a safe adventure in the outdoors – at Plas y Brenin or elsewhere.

The team's resilience and imagination are to be applauded. I wish everyone associated with the Trust a very successful future. I am sure the new

Chair, Peter Ashman, will have the same excellent support I received, and I wish him well in this new role. You never know I may see you one day in the bar with (probably) the best view in Snowdonia!

Sara Mogel OBE,
Trustee and Chair



CHIEF EXECUTIVE'S STATEMENT

While we began this financial year with lockdown restrictions still in place, we worked together as a team to navigate the many challenges it presented, and focus on the safe, stable and responsible reopening and recovery of the Centre.

The closed period enabled us to regroup to refocus and refine our offering, ensuring we are best placed to continue our journey; to grow participation, develop our programme, and grow income. We have welcomed many new faces – in the form of colleagues, partners and brands – **to ensure we are creating a National Outdoor Centre that is not only relevant for today but also for the outdoor professionals, families, schools, and adventurers of tomorrow.**

What we all love most about Plas y Brenin and what we do, is seeing the smiles on customers' faces and having such a positive impact on people's lives; whether we're supporting someone in their first outdoor adventure, or a highly experienced professional finally accomplishing a sought-after qualification. I personally love seeing the joy it brings our team to share their passion for the natural environment, and their love of the outdoors.

As the National Outdoor Centre, it is our role to

embrace the changing face of the outdoors and play a central part in shaping it.

PYB's rich history and world-renowned heritage secures its position as the true home of adventure.

PYB is the place to nurture outdoor skills; a centre of excellence for professionals and an inspirational venue for everyone to grow their confidence in adventure sports. That's what makes us uniquely placed to influence the sector's evolution.

We have seen first-hand that the Pandemic has inspired a new interest in outdoor activities from a broader range of people.

From introducing inclusivity initiatives, to conversations with our partners and colleagues, we have been working hard to embrace the growth in activity, to make the outdoors more accessible, diverse and welcoming for everyone – both here in North Wales and beyond. Collaborating

with seven other leading outdoor brands and organisations, we contributed to Your Movement Matters; a research report that explored some of the barriers preventing a more diverse outdoor sector. Collectively, we have developed and agreed on a number of commitments to help make the outdoors more inclusive.

As this report shows, we have spent the year working to re-establish and reaffirm our place in the sector, achieved with our people and unwavering support from Sport England, through which we are able to continue our great work and reach more people.

Despite the difficulties of the Pandemic and Brexit, we were delighted to be able to safely resume the International Mountain Leader (IML) courses as well as the Scottish winter skills courses following a two-year postponement. We successfully hosted the Always Aim High Snowman triathlon while still operating under reduced lockdown restrictions last July, hosting a thousand competitors and spectators across the two-day event.



CONTINUED...

Sustainability forms one of our strategic goals, and we are actively committed to protecting our precious outdoor classroom. This year we completed the installation of our first major sustainability initiative in the form of our Dark Skies project, supported by Snowdonia National Park Authority (SNPA). The project has reduced light pollution and CO2 emissions from the Centre while creating a more harmonious environment for local wildlife.

Like us, the outdoor sector is going through a period of change and that doesn't always sit comfortably, however, as many of our world class instructors will tell you, you can't perform at your best without pushing through your comfort zone.

This year more than ever, we have regrouped as one team to ensure the safe reopening of the Centre without compromising the experience to which our customers are accustomed.

I am incredibly proud of the teamwork, leadership and support we have shown each other as we navigate this new terrain.

Our people remain our biggest asset and their wellbeing remains of paramount importance.

To this end, we have introduced a number of health and wellbeing initiatives that have since been rolled out to benefit customers too.

This year, Sara Mogel OBE stepped down as Chair of Mountain Training Trust's Board of Trustees after six years of loyal service and invaluable insight. On a personal note, I would like to thank Sara for her incredible support; for being so generous with her time, and for her stewardship and guidance. While Sara's absence will be felt immensely, I also wish to welcome our new Chair, Peter Ashman, who takes on the role of Chair after two and a half years as a Trustee on the MTT Board, and a background of 30 years in healthcare and scientific publishing.

I am proud of what our team has accomplished this year and want to sincerely thank all my colleagues, our peers across the sector, our new and existing partners, and importantly our customers.

Together we are paving a new way forward; encouraging more people to experience the benefits of the outdoors while respecting, protecting and preserving it.

Above all, our overarching aim remains unchanged: to help more people to get active in the outdoors and grow their confidence and ability, safely and responsibly. While we have made progress, there is still much more to do, and we are committed to laying the foundations to create future generations of outdoor lovers.

**Ruth Hall,
Chief Executive**



TRUSTEES' REPORT



**MOUNTAIN
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PLAS Y BRENIN
NATIONAL OUTDOOR CENTRE

TRUSTEES

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2021 to 31 March 2022.

The annual report serves the purposes of both a trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the Charity (MTT) and its subsidiary, Mountain Training Limited, qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.



Sara Mogel OBE
Trustee and Chair
(resigned June 2022)



Soraya Abdel-Hadi
Trustee



Peter Ashman
Trustee



Ben Coates
Trustee



Lisa Dickinson
Trustee



Tony Halliwell
Trustee



Lisa O'Keefe
Trustee



Michael Rosser
Trustee



Peter Rowley OBE
Trustee



Stephen Saddler
Trustee



Matt Tennant
Trustee



Dave Faulconbridge
Trustee (resigned
June 2021)



Roger Ward
Trustee (resigned
June 2021)



Paul Kennedy
Trustee (resigned
March 2022)



Rona Chester
Trustee (resigned
June 2022)



Sarah Walker
Trustee (resigned
June 2022)



Paul Allen
Trustee (resigned
September 2022)



OBJECTIVES & ACTIVITIES

a. Objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The objectives of the Group and Charity are:

1. The advancement for the public benefit of education and training (in conjunction where appropriate with other bodies or persons) in skills:
 - a. for the conduct of safe walking, running, canoeing, climbing, orienteering, mountaineering, mountain biking and other recreational activities generally practised in the outdoors or in sea, hill, cliff and mountain environments; and/or
 - b. for the conduct of safe activity in the outdoors or in sea, hill, cliff and mountain environments.
2. The promotion of the provision of facilities:
 - a. for recreation or other leisure
 - b. for the benefit of the general public in the interests of social welfare and with the objective of improving their conditions of life; and/or
 - c. to deliver the first objective of the Company
3. Such other objectives shall be exclusively charitable under the law of England and Wales as the Directors shall decide.



OBJECTIVES & ACTIVITIES

b. Activities undertaken to achieve objectives

Our core activity is provision of a range of instructional services in outdoor based activities. Training and skills development is at the core of the Charity's work, which is captured annually in the form of a 'Sport Development Plan'. This Plan, approved by Sport England, documents how MTT will:

- Facilitate development of coaching and instruction in outdoor pursuits/adventure sports, particularly for strategic functions, such as high level coaching and instructor training.
- Facilitate development of expertise, standards of operation and new forms of delivery in the outdoor pursuits/adventure sports sector.
- Facilitate wider participation in outdoor pursuits/adventure sports, particularly among low participation groups, through innovative forms of delivery and programme development.
- Optimise the use of Plas y Brenin throughout the year ensuring value for money and affordable training opportunities.
- Promote the quality and variety of the natural environment that makes Plas y Brenin a uniquely iconic setting for a National Centre.

The organisation has also undertaken activities in each of the functional departments to deliver key strategic objectives.



OBJECTIVES & ACTIVITIES

c. Key strategic objectives for Plas y Brenin

Sport development

To deliver outstanding, innovative and inclusive learning opportunities that support professionals and participants in the outdoor sector.



Financial robustness

To create an organisation that fulfils its potential in our chosen markets and finds its natural size; investing in planned, well-structured growth.

Sustainability

To put environmental sustainability front and centre of our culture and behaviours.



Business development

To create an efficient, modern and agile business that optimises sector opportunities.



Brand & experience

To capitalise fully on our brand and drive our reputation as an iconic, inspiring organisation that delivers an outstanding customer experience in everything we do.

Team & culture

To build a great team and amazing culture – a place where people choose to work and develop themselves.



Operational excellence

To focus on excellence, efficiency, compliance and continuous improvement; where we “do busy well”, and have safety embedded in both culture and execution.



OBJECTIVES & ACTIVITIES

d. Key performance indicators

Plas y Brenin uses a balanced scorecard containing KPIs and various measures, to monitor progress and performance across all aspects of the business, and against its 7 key strategic objectives.

e. Grant-making policies

Mountain Training Trust administers an active bursary scheme – The James Brownhill Memorial Fund.

f. Volunteers

Our Founding Members are volunteers, from their National Governing Body organisations, and the MTT Trustee Board are also all volunteers. The Safety Advisory Group is made up of volunteers who are experts in their field from climbing, hiking, paddling and cycling.



g. Main activities undertaken to further the Charity's purposes for the public benefit

The trustees can confirm that they have independently reviewed the activities of the charity to ensure they meet the Charity Commission's guidance of public benefit. This public benefit test considered:

- the benefit to the public (or a 'sufficient' section of the public); and
- the identifiable benefit to the activity (as opposed to a detriment). The activities and facilities provided are for the purpose of getting more people active outdoors, regardless of their demographic, for the benefit of their physical and mental health, as well as to develop a range of transferable skills from team building to problem solving and confidence building. The activities and facilities are available to those seeking introductory experiences of a range of outdoor activities to training of instructors to enable further access to the public to positive and educational experiences of getting more active outdoors.





WHAT WE'VE ACHIEVED



**MOUNTAIN
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PLAS Y BRENIN
NATIONAL OUTDOOR CENTRE

RECOVERY

We have seen the return of strong appetite for our courses.

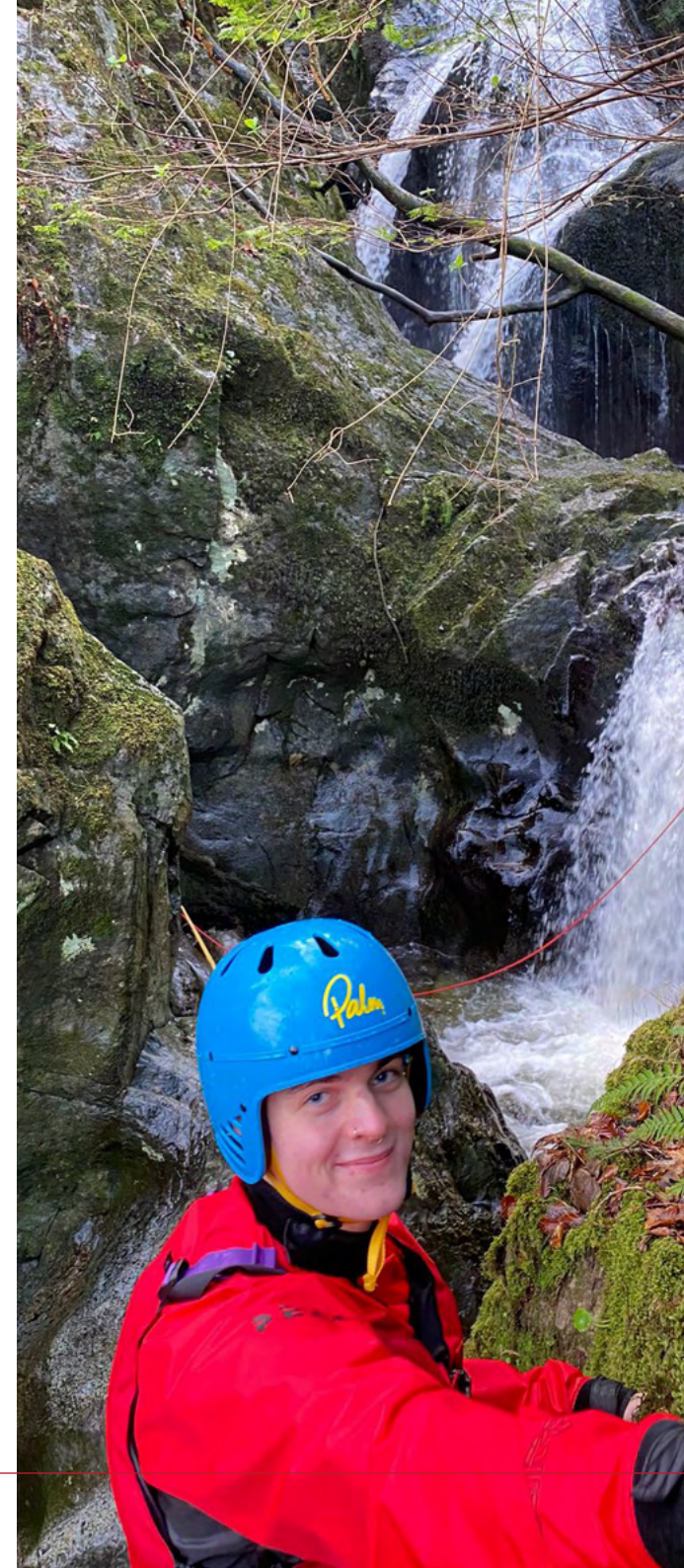
Following the easing of COVID-19 lockdown restrictions, this financial period saw the continuation of our 'Recovery' stage, as well as preparations to progress the further stages of our previously communicated three year Strategic Business Plan; 'Build' and 'Grow'.

The main focus of the Executive Leadership Team (ELT) has been to stabilise the business during the reopening process and on the new centre management software application, Compass.

Over the reporting period, our day to day focus was on the seamless, safe and responsible reopening of the Centre, alongside a more medium to long term focus on what a new normal would look like and how we structured and prepared the business for growth.

Following our phased reopening to the public, we experienced a strong appetite for our courses from both existing and new customers, particularly as the pandemic and lockdown restrictions inspired a new love of outdoor activity. This is evidenced by the speed with which revenue levels recovered during the summer months, post-lockdown, and the volume of interest and enquiries we received.

This enabled us an opportunity to build on the leadership MTT demonstrated in our sector during the Pandemic, in making more people and organisations aware of what the charity delivers, and its impact in encouraging more people to be active outdoors and confidently experience independent adventures.



LAYING THE FOUNDATIONS FOR THE FUTURE

The outdoor sector is changing and needs to change.

We must play our part in making it more welcoming and inclusive, starting by actively seeking to broaden and diversify our customer base.

As part of that commitment, we joined seven other leading outdoor organisations and brands to launch 'Your Movement Matters', a collaborative and jointly funded initiative to encourage more inclusivity in the outdoors. Collectively, we commissioned research with Leeds Beckett University to understand more about the barriers to access and identify sector-wide solutions in the form of a series of pledges that we were instrumental in creating.

For our part as a Centre, we worked with Black Girls Hike, The Wanderlust Women and the Muslim Scout Fellowship to deliver a range of Mountain Training qualifications and skills courses. The skills and qualifications gained at Plas y Brenin will allow these organisations to instruct groups in their own environments and clubs.

We launched initiatives to encourage and support inclusive and diverse learning experiences, including with 'Experience Community', an organisation that supports people with disabilities to enjoy the outdoors, to deliver the first Mountain Trike (off-road wheelchairs) residential weekend at Plas y Brenin. Using adapted bikes, we helped them to hone their skills and build their confidence. The longer term aim is to bring more wheelchair users to the Centre, develop the Mountain Training Lowland Leader qualification for wheelchair users and make the outdoors more accessible.

The lockdowns allowed us a period of reflection and recalibration that we have put to practise during our recovery from the Pandemic – as well as an opportunity to capitalise on increased customer demand. Armed with a greater understanding of the direction and structural changes required to run a more commercially driven organisation, we have improved capabilities to manage HR and culture change, finance, marketing, PR and sales and facilities management. All of which form part of our dedication to continuous improvement, development and reinvestment.



INVESTING IN OUR PEOPLE

Several key appointments were made across the 2021/22 financial year.

The experience and expertise of our employees is our biggest asset, and so in recognition of wider labour market changes, the cost of living, and to improve staff retention, we also brought all salary costs in line with current market conditions. We reinstated the incredibly important Trainee Instructor scheme and continued the Fast Track programme to ensure and nurture a healthy pipeline of talent into the industry.

To further protect, retain and reward our employees during this difficult period, we launched a health and wellbeing program with the objective of promoting healthy eating, self-care, and support around training and exercise routine. The outcomes of which include a reduction in absence through illness and improved performance and engagement in the workplace.

We extended the offering to customers by providing them the information needed to make informed choices, improving our nutritional offering by adjusting menus and incorporating healthier options, improving packed lunches and offering personal guidance where necessary. The initiative is part of our commitment to modernise the Centre and transform the business into one that is focused on the changing needs of both its employees and customers.

Working together

In response to demand from customers whose courses were disrupted by the Pandemic, as well as to ensure our course programme remains relevant to participants and professionals in the outdoor sector, we developed additional National Governing Body qualification courses, covering mountaineering, biking, and paddling. As part of this drive, and in response to the rising popularity of Stand Up Paddleboarding and open water swimming, we increased our offering to incorporate them, in a manner that upholds our safety and quality standards as a national centre.

To create an efficient, modern, agile and collaborative business that optimises sector opportunities, we made proactive efforts to develop key partnerships with stakeholders within and beyond our sector; this included a wide range of partners spanning membership based organisations, brands in the outdoor equipment and retail markets, sports national governing bodies,

government bodies and tourism organisations.

As part of growing participation, we have also focused on becoming an integral part of North Wales tourism by developing relationships with Visit Wales, Transport for Wales, and Go North Wales - as well as fostering strategic partnerships on a national level, including Outdoor and Cycle Concepts (Cotswold Outdoors), The Ramblers, The Camping and Caravanning Club and The National Trust.



PROVIDING LEADERSHIP IN OUR SECTOR

As a leader in the outdoor sector and as a Centre whose strongest assets lie in its instructional team, we continued our commitment to continual professional development with a specific focus on personal skills development.

The Instructional Senior Leads benefited from coaching sessions with a Leadership Coach, the results of which were evident across the internal team.

We focused on succession planning for the rescue, paddling, biking and mountaineering departments, resulting in the creation of several new course directors and skilled course workers, which will further support our future growth.

Alongside our investment in continued professional development, our instructional team also attended disability awareness, safeguarding and equity, inclusion and diversity training to ensure we are following best practice and setting industry standards.

The ELT also participated in media training with a specialist outdoor industry media trainer in response to reviewing our serious accident procedures.



STRENGTHENING OUR INFRASTRUCTURE

The history of our building is part of its charm.

The Centre's story and heritage is a key ingredient in attracting aspiring leaders in outdoor professions and beginners alike from around the UK and abroad. However, due to its age, it requires care and attention to ensure it is maintained and fit for purpose.

Over the course of this financial reporting year, we have upgraded and refurbished areas of the Centre. These include the Sport England funded Canoe Corral refurbishment, new steps and landscaping, as well as officially opening the new climbing wall following its closure during the lockdowns.

In terms of improving our operations and facilities, our investment in a new digital operating system has given us a platform that links all business departments and functions together on one system to improve efficiency and ways of working across the business. It was launched in March 2021 and is transforming the customer journey and improving the way our teams work together to ultimately deliver a first class customer experience.

We have also significantly revamped and reopened our indoor climbing wall – which has historically been a key and renowned facility of Plas y Brenin. Reset by nationally renowned and Llanberis-based climber Emma Twyford, it has been hugely popular since opening to the public.

As part of our objective to put environmental sustainability front and centre of our culture and behaviours, we joined the Dark Skies initiative to reduce light pollution, which is harmful to humans, animals and plants.

The project, a collaboration between Plas y Brenin, Snowdonia National Park Authority (SNPA), Prosiect Nos and Dark Source (Lighting Design) involved the installation of a new environmentally friendly lighting scheme, designed to halve our energy consumption whilst minimising light pollution and impact on biodiversity. The SNPA invested significantly into completing the project.

The project uses the latest LED technology to create warm-coloured, glare-free lighting in order to meet dark-sky friendly measures, reduce energy waste and impact on biodiversity whilst enhancing the night-time experience. Many of the new lights can be found underneath handrails, facing downwards so the view of the sky is unaffected. The switch is expected to generate an annual power saving of 6,000kW and an annual carbon reduction of 1.5 tonnes of CO2.

Our strategic plans for the long term include continually developing and investing in the Centre and its infrastructure to maintain the Centre's heritage while staying fresh, modern and relevant.



DEVELOPING OUR COURSES & PROGRAMMES

As a leading provider of courses that feed, develop and professionalise the industry we are always stress-testing our offering.

We constantly look at ways to raise professional standards across the industry that are informed by, and best reflect, the latest academic theory and practical applications.

Following an increase in demand and participation at grassroots level, we focused on refining our skills based and NGB programme.

To ensure our course offerings remain contemporary and relevant to the needs of both the industry and our customers, we continued to collaborate with our partners and NGB networks in the following areas:

Paddling

We are supporting British Canoeing on its Provider Orientation and Community of Practice events, sharing their knowledge and insight with other providers and professionals. Chris Evans delivered a Discover Paddlesport course at the White Water Canoe Centre in London. We also delivered White Water Safety and Rescue courses at Bromley Canoe Club in September 2021.



Climbing

The high level NGB programme (MCI, IML, WMCI) requires collaboration and input from all National Centres to ensure the quality of delivery and maintaining of the standard. Consequently, this is the focus of our winter staff training event at Glenmore Lodge in December. We are also contributing to the MTUKI Mountaineering and Climbing Instructor pathway.



CONTINUED...

Hiking

Delivered Lowland leader courses for Mountain Training to Black Girls Hike in September 2021.



Mountain Biking

We are contributing to British Cycling's leadership and coaching courses.



Open Water Swimming

We offer beginner and intermediate open water swimming sessions which are supervised by the Instructional Team. Additionally, working in collaboration with Swim Wales, we offer open water swimming coached sessions.



Triathlon

Collaborating with Always Aim High, we hosted the prestigious Snowman Triathlon for the first time since the Pandemic.



Outdoor Worker

We continued to train a variety of outdoor workers in First Aid, Flood Rescue and Rope Rescue for the RSPCA, AAIB, RSPB and Metropolitan Police.



CONTINUED...

To increase equity, diversity and promote more inclusive participation in outdoor activities, we developed restricted funds to allow minority ethnic groups to access subsidised training and assessment courses.

As part of this, we started working with influential groups that are championing a more diverse and inclusive outdoors including Black Girls Hike with whom we developed Hill and Moorland Leader training and assessment courses, to develop leaders to support local community groups. We also worked with Wanderlust Women to create a Lowland Leader Award.

Following the generous donation of £75,000 bequeathed from the estate of the Bass family, the Centre developed a restricted fund that would help support participants who are carers for dementia sufferers and help those suffering from early onset dementia. It will also enable young people from disadvantaged backgrounds to access the outdoors. We are humbled and immensely grateful to the Bass family for their wonderful generosity, which will be life changing for our course participants.

To increase grassroots participation, a pipeline of talent for the sector and to encourage more young people to participate in outdoor activities, the Centre developed a dedicated programme to increase the number of trainee instructors on contract to support the course programme and development of the schools' adventure programme.

The Centre also developed the Capel Curig community activity programme, to increase local engagement with and awareness of Plas y Brenin, with initial delivery of a climbing wall taster session. The programme will continue and expand on into 2022-23.

In order to accommodate an increase in customers and capacity, the Centre actively sought additional and alternative accommodation, which is supportive of the local economy.



CLIMB

The department delivered a full range of NGB courses from introductory courses through to Mountaineering and Climbing Instructor courses.

All of these courses were successfully managed and facilitated throughout the pandemic period. The programme included a full recreational summer programme from introductory to advanced courses.

Working with the professional associations, Association of Mountaineering Instructors (AMI), British Association of International Mountain Leaders (BAIML) and Mountain Training Association (MTA), our instructors have delivered CPD events across a wide range of topics, including ropework, navigation, teaching scrambling and self-rescue techniques.

As Plas y Brenin is a leading training provider for the industry, the team continued to support key partners, stakeholders and groups within the industry, including the BMC Training Committee, the BMC Fundamentals of Climbing steering group, Mountain Training Coach Scheme development committee, International Climbing and Mountaineering Federation youth committee

representation and the Mountain Training MCI Pathways review panel. The Centre hosted CPD events to support AMI as part of its efforts to build a stronger partnership to support the growth of the sector.

The team also participated in joint winter staff training with Scottish National Centre Glenmore Lodge and two key senior staff co-delivered a Winter MCI, demonstrating inter centre collaboration and knowledge sharing, which contributes to raising industry standards.

Senior Instructor Dave Evans has taken a position on the Union Internationale des Associations d'Alpinisme (UIAA) Youth Commission as the BMC representative enabling us to collaborate and influence best practice for the next generation of climbers.



HIKE

This financial year saw the return of overseas courses after the two year delay caused by COVID-19.

The International Mountain Leader winter training and assessment courses took place in Switzerland, overcoming challenges presented by both Brexit and COVID-19 restrictions still being in place.

Similarly, the Winter Mountaineering courses, which are facilitated annually by Plas y Brenin in the Scottish Highlands, successfully resumed following a two year delay. This programme included a subsidised Scottish Winter Mountaineering course funded by the James Brownhill Memorial Trust. The team showed exceptional flexibility and resilience in continuing all WMCI course places despite an outbreak of COVID-19, which saw the hotel closed.

Alongside plans to increase the number of Mountain Training NGB course directors, the team has been progressing plans to create a more robust development plan for staff within the department, including a mentorship programme and improved ways of collaborating with sponsors

for mutual benefit. While the Centre exhibits a strong supportive culture, it continues to nurture an atmosphere of openness and trust to support a healthy safety culture, for the development and education of staff, customers, and everyone that experiences the organisation and beyond.

Following the success of its previous lecture series and online talks through lockdown, the Centre facilitated a new six week 'PYB Winter Webinar' series sharing tips and advice, which extended its reach beyond the Centre, attracting more than 800 people to sign up to each event. Aimed at both winter novices and at professionals preparing for the winter season, the webinar programme includes sessions on equipment, navigation and safe travel in avalanche terrain.

The team also provided staff training to staff from Patagonia in September 2021.



PADDLESPORTS

As demand for, and participation in, paddlesports continued to grow in popularity, the Centre increased its resources and facilities to deliver a full and varied programme.

In response to demand for specific courses, the department increased the number of stand up paddleboards available and refreshed and modernised its sea kayak and white water fleet. The Centre's popular canoe rolling pool was also refurbished and work will now start on building a new pontoon, in conjunction with Canoe Wales, which is especially designed to support disabled paddlers.

As a leading training provider and trusted partner, the Centre continued collaboration with British Canoeing, providing training and support for other paddlesport providers, setting standards and examples of best practice across the industry. Part of the collaboration with Canoe Wales includes developing the Centre's slalom facilities and opportunities for training camps.

The team delivered a Discover Paddlesport programme in London – an offsite outreach programme to introduce beginners into paddlesports.

Head of Paddlesports, Chris Evans, plays a key role in moderating facilities and courses at other centres. Chris facilitated staff training at the Wye Valley Club and provided training to the teachers of Southfield School on British Canoeing Paddlesport instructor qualifications to deliver Duke of Edinburgh Canoe Expeditions

Chris also worked for British Canoeing on behalf of PYB on a number of leader provider community practice days as well as the annual provider meet up in July.

Plas y Brenin collaborated with Canoe Wales to create a boat wash station fully funded by the NGB. This ecological initiative reduces the environmental impact of transfer of microorganisms to other bodies of water.



MOUNTAIN BIKING

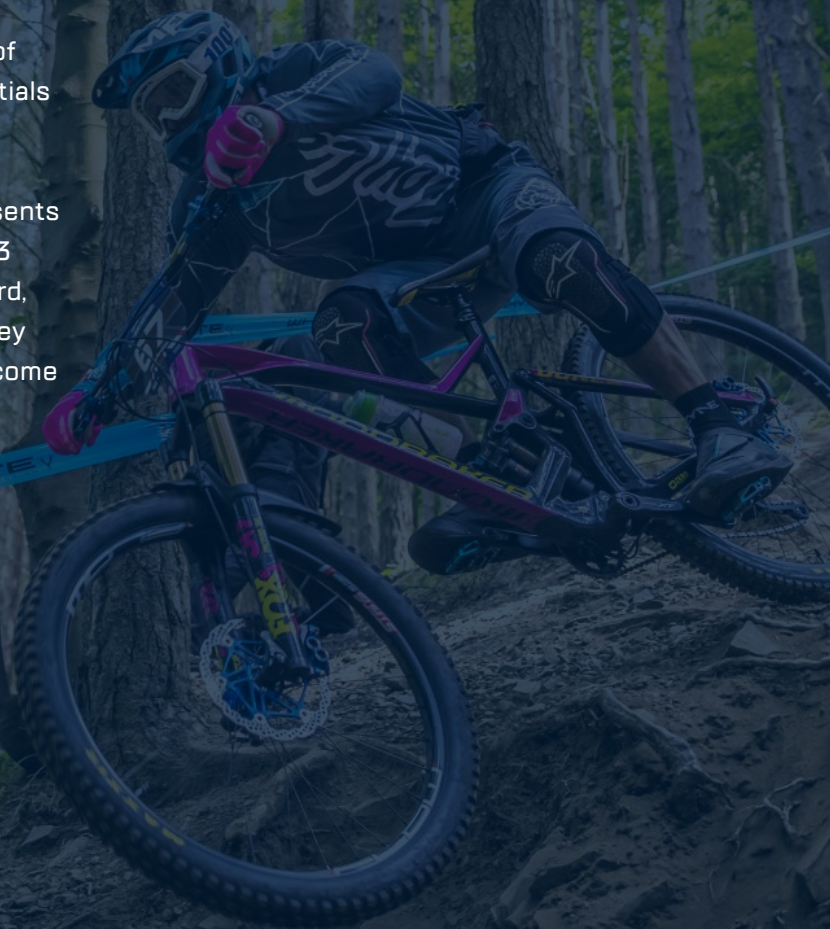
For some time, we have been exploring ways to expand and improve our offering to reflect its growing popularity.

A new fleet of bikes, including e-bikes, now helps us achieve our goal, to launch a new cycling program for the Centre that supports a range of abilities.

We partnered with Experience Community to execute and develop a pilot to enable wheelchair users to enjoy the outdoors safely and confidently using adapted bikes. Following the successful pilot, the team worked closely with British Cycling and Experience Community to help develop a new Fundamentals of Mountain Biking Leadership course in Leeds. The British Cycling Exec team were onsite in October for meetings and team building.

The department developed three new Mountain Biking courses: Fundamentals of Mountain Biking Leadership, Ebike essentials and Ebike Snowdonia.

The department instructional team represents the Centre on the Mountain Biking Level 3 steering group to help shape the new award, the highest level achievable in the UK. A key member of the team saw promotion to become a British Cycling Level 2 Tutor.



FAST TRACK

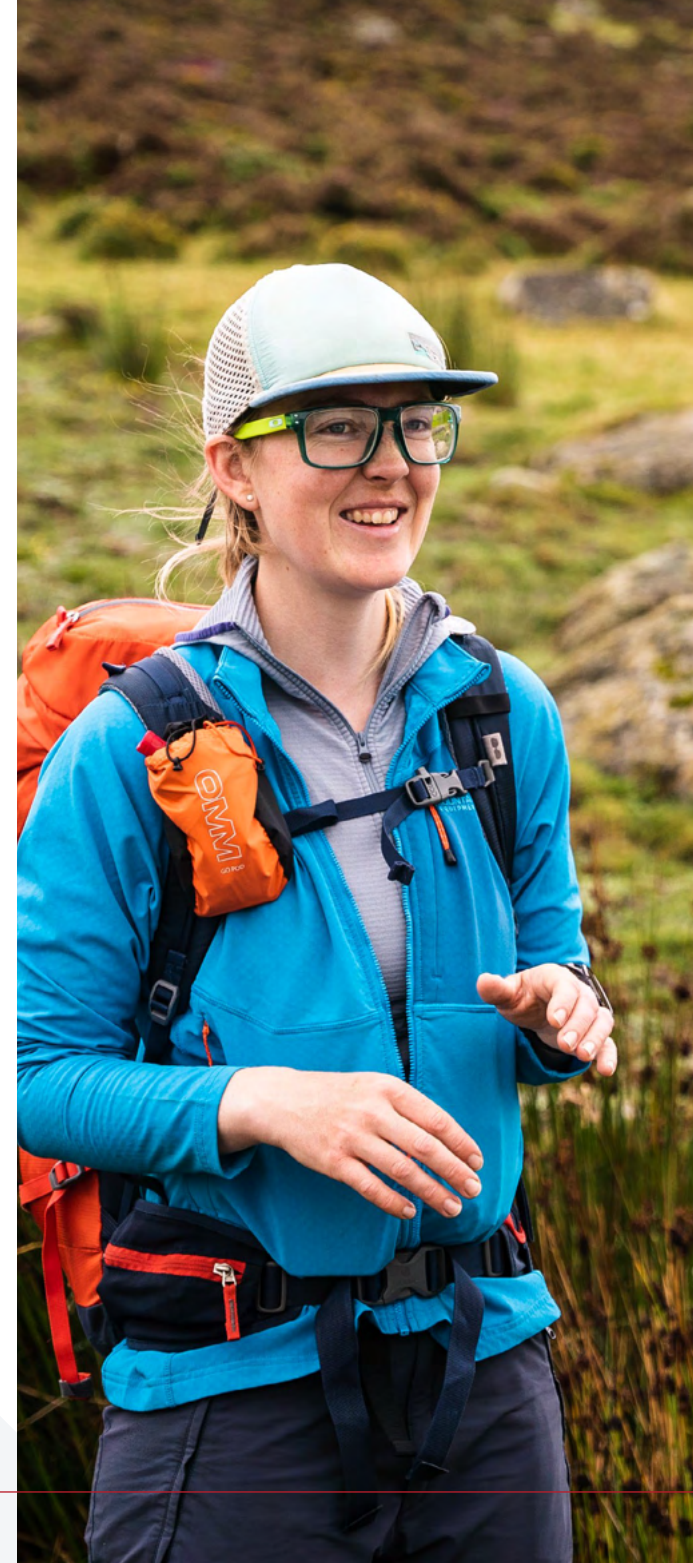
The selective four-month long intensive training course saw all 11 participants complete the course and achieve NGB recognised awards - with some achieving up to 15 awards.

The majority of our alumni have found employment in the outdoor sector and two course participants have stayed on at the Centre joining the trainee instructor programme.

Rescue / Outdoor worker

As part of our work with professional bodies and organisations, we delivered specialist courses.

- RSPCA - Plas y Brenin delivered the Rescue 3 course, which focuses on water safety and flood rescue techniques. The course revalidated inspectors, advised of further training and conducted quality assurance inspections across the UK.
- Metropolitan Police - delivered winter skills training and safe working at height.
- Air Accident Investigation Bureau - delivered remote mountainous terrain skills development, navigation and first aid.
- Rolls Royce - air accident investigation group. The Centre delivered five days of training, including risk management, first aid, navigation training and emergency scenarios, which helps prepare them for any remote terrain investigations.
- RSPB - delivered navigation training and remote mountain skills.
- Yorkshire Fire and Rescue - delivered GPS training.
- YHA - delivered critical friend support at Edale Youth Hostel. Supported the development of their risk assessment and training needs for their staff and conducted site visits.



RETAINING REVENUE & DELIVERING COURSES

Over the course of 2021/22 the Centre was on a staged opening programme, operating within local and national restrictions and fully open and operational by September 2021.

Our revenue success in the period was driven by renewed, strategic PR, marketing and social media campaigns, a structured, project managed reopening, and a refinement of the Centre's core offerings, as well as the introduction of SUP and open water swimming sessions.

We were also able to deliver training and support to the Met Police, RSPCA, AAIB and Betsi Cadwaladr NHS with continued professional development courses to maintain skills and safety techniques to operate safely in challenging terrain. This includes operating on sea cliffs, remote mountainous terrain, and the winter environment.

DELIVERY ACHIEVEMENTS IN 2021/22

We delivered 65
NGB training
and assessment
courses to

1,153  **>**
PEOPLE

across hillwalking,
mountaineering,
paddlesports, rock climbing,
mountain biking, safety
rescue and first aid.



HILL
WALKING



MOUNTAINEERING



SEA
KAYAKING



ROCK
CLIMBING



SAFETY, RESCUE
& FIRST AID



MOUNTAIN
BIKING

We delivered an extensive winter
webinar series with Mountain
Equipment to more than

2,750  **>**
REGISTRANTS

Sharing knowledge and skills
for safely enjoying hillwalking
and mountaineering in winter.

We supported professional
associations:

- Association of Mountaineering Instructors CPD event
- British Association of International Mountain Leaders CPD event

We supported those whose courses
had been disrupted by Covid:

- Providing 35 IML winter assessment course places (Feb 22)
- Providing 100 Scotland winter course places (Feb/Mar 22)

We trained our instructors:

- Disability awareness
- Equity and diversity

17 instructors joined Glenmore Lodge in December 21 in our first collaborative winter staff training based in the Cairngorms.

REACH & IMPACT

As part of the Centre's commitment to providing world class instruction and making outdoor activities as accessible, welcoming and inclusive for everyone, regardless of background or ability, we refined and added to our course offerings to reflect external trends and demand for courses.

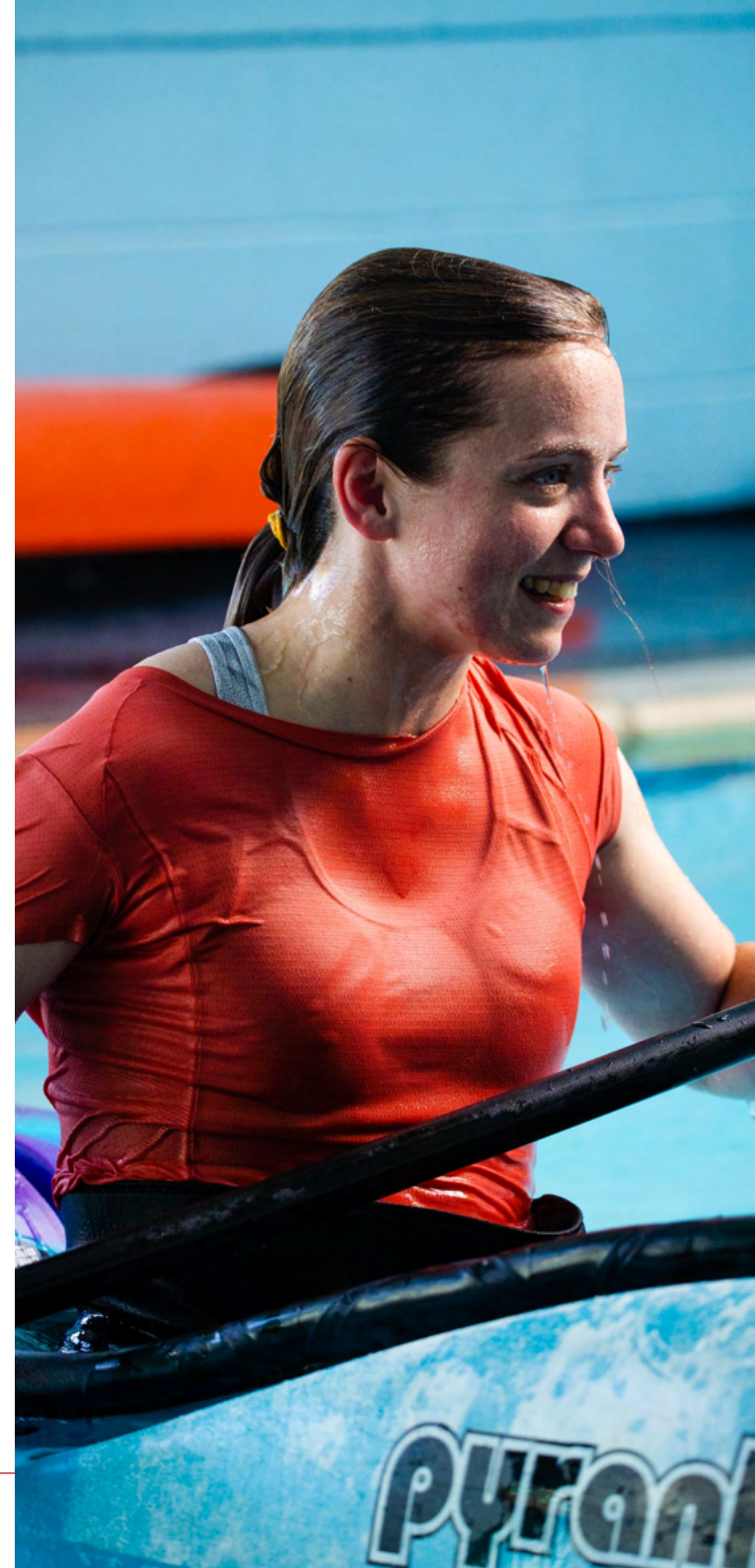
As well as forming relationships and partnerships with stakeholders, interest groups and customers old and new, we also focused efforts closer to home, here in Wales with Visit Wales, Go North Wales, Snowdonia National Park and Capel Curig. Following a successful climbing wall taster session with the local community, we will continue to expand this offering and work more closely with the local area. Other community focused activity included:

- Collaborating with the British Mountaineering Council on the delivery of a Women's Climbing Weekend and a Training Novice Club Members weekend.
- Retaining close links with the Capel Curig Community Council by retaining the services of a volunteer community relations advisor, Peter Smith.
- Delivery of outdoor activity sessions to NHS staff from Betsi Cadwaladr University Health Board, to support health workers to decompress after the stresses they endured.
- Betsi Cadwaladr Health Board continues to fund NHS workers for away days at the Centre with a focus on teamwork and mental health as part of the wider recovery from Covid.

Course	Assessment Courses Run	Students	Reach
Mountain Leader	5	22	5390
International Mountain Leader	3	34	8330
Mountaineering and Climbing Instructor	7	27	6615
Winter Mountain Leader	1	4	980
Winter Mountaineering and Climbing Instructor	2	7	1715
Rock Climbing Instructor	2	7	1715
British Canoeing – Sea Kayaking Leader Award	1	6	900
British Canoeing – Paddlesport Instructor	4	17	2550
White Water Safety and Rescue	5	28	4200
British Cycling Mountain Bike Leader Level 2	4	9	1350
REC Outdoor First Aid	13	143	14300

REACH & IMPACT CONTINUED

Course	Training Courses Run	Students	Reach
Hill and Moorland Leader	4	19	4655
Mountain Leader	10	107	26215
International Mountain Leader	2	20	4900
Mountaineering and Climbing Instructor	4	31	7595
Winter Mountain Leader	1	6	1470
Rock Climbing Instructor	8	29	7105
British Canoeing - Sea Kayaking Leader Enhanced Training	2	10	1500
British Canoeing - Canoe Leader	1	4	600
British Cycling Mountain Bike Leader Level 2	6	24	3600
British Cycling Mountain Bike Leader Level 3	2	3	450
Total	87	557	106,135



OTHER SOURCES OF REVENUE

Our Centre and its facilities help to enable other organisations to operate.

During non-Covid years, Mountain Training Limited secures income from the hire to the general public of a broad range of facilities (from accommodation to meeting rooms). In the 2021/22 financial year this included the continuation of office space leased to a number of sporting organisations, including:

- Mountain Training (UK&I)
- The British Mountain Guides, the national association which trains and assess mountain guides in all forms of climbing, mountaineering and promotes safety, enjoyment, and good practise in climbing and mountaineering.
- The British Association of International Mountain leaders (BAIML), the professional body who oversees mountain leaders and hill walking guides, qualified to lead groups worldwide.
- The Association of Mountaineering Instructors (AMI), the representative body for professionally qualified mountaineering instructors in the UK and Ireland.
- The Outdoor Partnership, a social enterprise which works to improve opportunities for more people in Wales to achieve their potential through outdoor activities.
- Canoe Wales held slalom events and youth training camps at the Centre
- British Canoeing held community of practice events at the Centre
- British Cycling held meetings at the Centre



LOOKING FORWARD



**MOUNTAIN
TRAINING
TRUST**



PLAS Y BRENIN
NATIONAL OUTDOOR CENTRE

CONTINUING TO INSPIRE

It's been a busy year for the Centre, with a number of challenges to overcome as we, and the wider outdoor industry, emerge from the Pandemic to navigate the new norm.

Looking ahead, our primary objective is to continue to inspire lifelong participation in the outdoors and adventure sports through a commercially viable and agile business to protect and develop the Plas y Brenin legacy, not least as it races towards its milestone 70 year anniversary, while setting new industry standards.

We will continue to collaborate with NGBs, stakeholders and others across the industry as we shape the development and delivery, not just of our programmes, but of those across the entire sector to improve the experience for customers and those working in the industry. We want to be known for delivering outstanding, innovative, and inclusive learning opportunities that support professionals and participants in the outdoor sector.

Over the coming year and beyond, one of our primary objectives is leading the change towards a more inclusive, more welcoming outdoors. For too long, underrepresented groups have been underserved by the industry and we are focused on addressing and changing this to broaden the

appeal and accessibility of the outdoors.

While we have made some progress in understanding more about the barriers to achieving a more inclusive and welcoming outdoors, we have a long way to go before we, as an industry, can change it for the better.

We are working on developing new partnerships and a new programme of events with brands and organisations that share our values and support the changing face of the outdoors. This includes becoming the official skills and training partner for Kendal Mountain Festival, hosting #ShePaddles, an event in partnership with Canoe Cymru that seeks to encourage more women into paddlesports, a female focused Women in Mountaineering event, becoming the official skills and training partner for Cotswold Outdoor, launch of our Development Board, and a partnership with Black Girls Hike.

We will continue our drive to develop our course programme further, ensuring it is relevant to participants and professionals in the outdoor

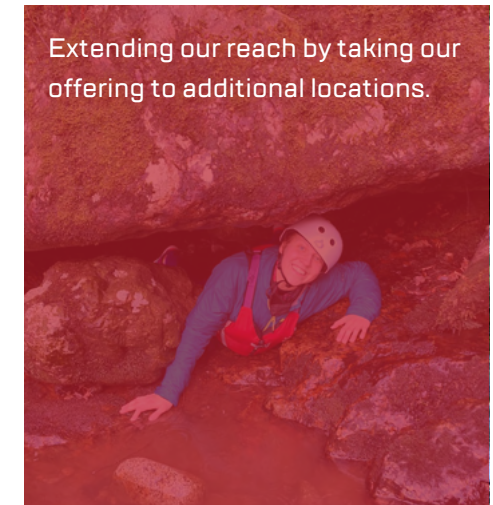
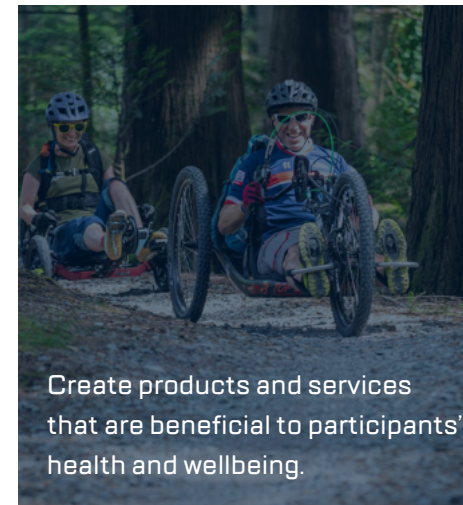
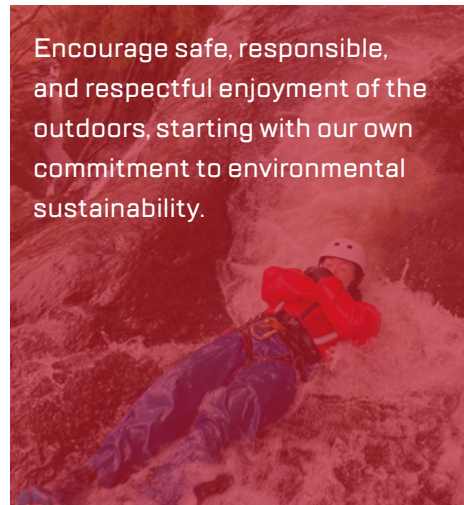
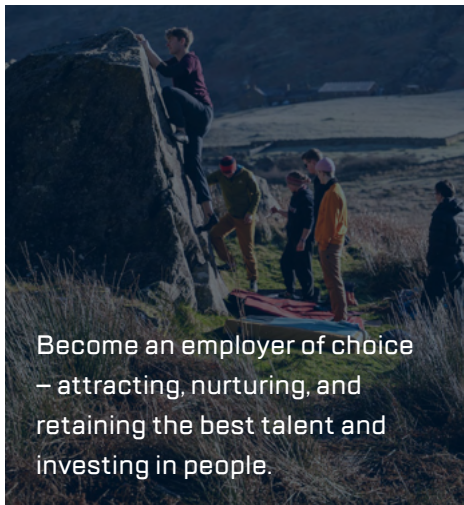
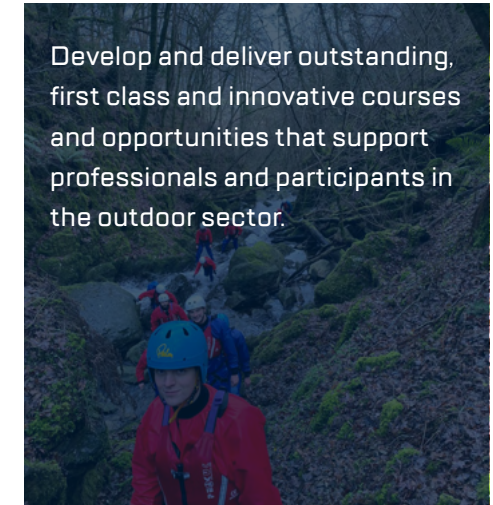
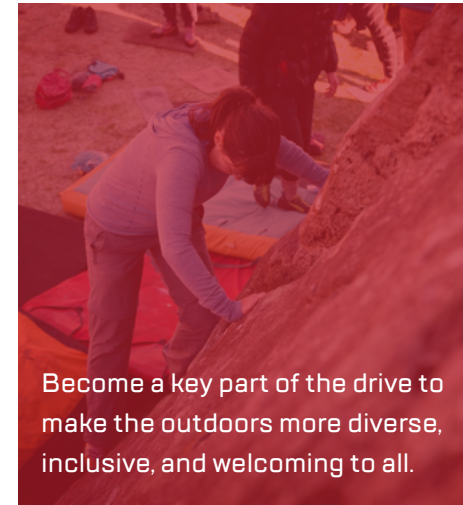
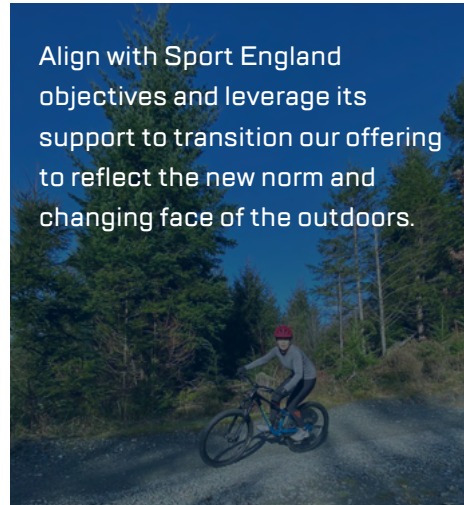
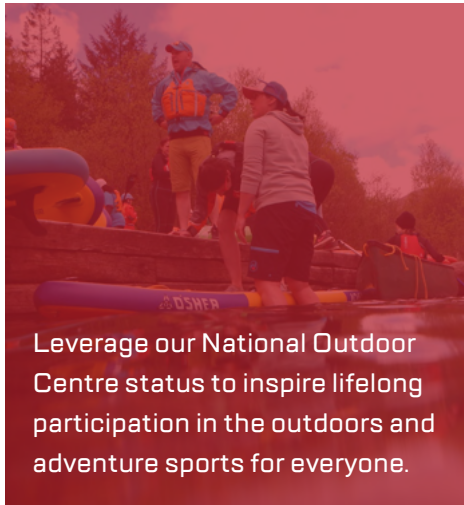
sector. As part of our end-of-season review process, we will develop additional new course offerings, such as the Scottish White-Water Paddling and the British Cycling Fundamentals of Mountain Biking courses, scheduled for 2022. We are also looking to extend our programmes to include opportunities further across the UK and beyond.

We remain focused on growing awareness and influence across our sector, reaffirming our role as the National Outdoor Centre and growing advocacy across all audience and stakeholder groups. We are developing an enhanced but focused marketing strategy, which will be a key driver of new business acquisition and retention, awareness, engagement and revenues, which will be more easily facilitated with the implementation of improved digital capabilities.



STRATEGIC OBJECTIVES

To strengthen our position in the outdoor education market, for the coming financial year, our strategic objectives include:



PLANS FOR FUTURE PERIODS

Our 3 year Strategic Business Plan has evolved to confront and conquer the challenges resulting from the Covid-19 Pandemic.

Recovery is well underway along with preparations for years 2 and 3. Staff development and recruitment will be critical factors for the “Build” and “Grow” stages of our strategy. Several key appointments were made in the early part of the 2021/22 financial year including the recruitment within the commercial, operations, business development and marketing departments. We are also strengthening our Instructional Team with planned recruitment of two new Senior Instructors, and two new Trainee Instructors joining the team in August 2021.

We are focused on continuing to develop key partnerships with external organisations to drive the commercial growth of Plas y Brenin and achievement of the Charity's objectives. This includes a wide range of partners spanning

membership based organisations, brands in the outdoor equipment and retail markets, sports national governing bodies, and tourism organisations.

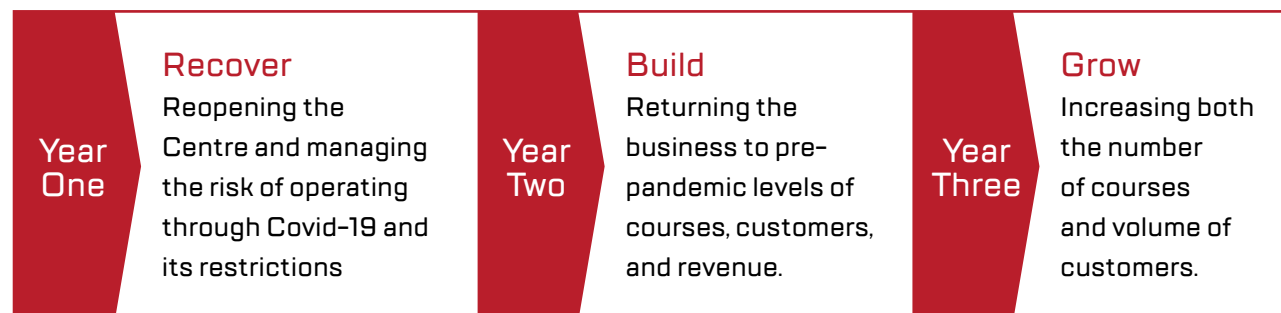
Our investment in a new digital operating system will give us a platform that links all business departments and functions together on one system to improve efficiency and ways of working across the business. It was launched in March 2022 and will transform the customer journey and improve the way our teams work together to deliver the customer experience.

The ski slope was removed and the boilers were replaced. In the coming years, we will further invest in and develop the Centre.

Social investment policy

Expectations on brands and organisations to contribute positively to society are shifting faster as we emerge from the Coronavirus pandemic. The organisations that prosper in the future will have a strong, authentic, and demonstrable purpose, and the most successful will go beyond this to be socially useful, relevant and impactful in all they do. As a social enterprise, MTT has identified the impact it wishes to make, and the business plan includes initiatives that deliver meaningful change, across audiences and the sectors in which we operate. MTT has also engaged with the local Capel Curig Community Council, to use the National Centre facility and MTT's teaching, to bring events and club opportunities to the local area - part of this was the launch of a local climbing club.

During the year we increased our focus on mental health and wellbeing, launching an initiative to benefit both our colleagues and customers. We delivered mental health first aid training as well as hosting activity days for Betsi Cadwaladr NHS.





FINANCIAL REVIEW

The key financial highlights which arose during the financial year 2021-22 are outlined in the following pages.



A. FINANCIAL REVIEW

Key Income Sources	2022 (£)	2021 (£)	Variance (£)
Provision of education and training in outdoor recreations	1,539,970	350,269	1,189,701
Grants, Donations and Sports England Total Management Fee	856,846	835,187	21,659
Non-Charitable Trading Income	275,454	22,665	252,789
Investment Income	21,963	18,116	3,847
Total Income Excluding Exceptional Items	2,694,233	1,226,237	1,467,996
Total Exceptional Income	845,370	1,414,802	(569,432)
Total Income	3,539,603	2,641,039	898,564

Key Balance Sheet Sources	2022 (£)	2021 (£)	Variance (£)
Bank	1,089,783	1,279,734	(189,951)
Creditors	927,344	1,405,543	478,199
Reserves	871,964	692,867	(179,097)

As the figures demonstrate left, income from the Charity increased during the year as the effects of the Global Pandemic receded and is therefore non-comparable with previous years as the Centre faced an unprecedented year in 2021.

The total income was £3,539,603, which was an increase of £898,564 from the previous year. When exceptional income is excluded, the total income for the current year amounted to £2,694,233. However, when one considers the total expenditure for the year of £3,360,506, this would have resulted in a deficit of £666,273 for the year had the exceptional income not been received.

Source	Amount (£)
One Off Auction Sales	19,174
Furlough Scheme	55,364
Covid-19 Rescue Fund (Sport England)	770,832
Total	845,370

A. FINANCIAL REVIEW

Total operational expenditure for the year was £3,360,506 (2021: £2,667,054) resulting in a net surplus of £179,097.

	2022 (£)	2021 (£)
Total Income	3,539,603	2,641,039
Total Expenditure	3,360,506	2,667,054
Result	179,097	(26,015)

Balance sheet movements such as Fixed assets and Debtors have all slightly decreased during the year. Bank and Cash (£1,089,783 vs £1,279,734 in 2021). However, the decrease was more than offset by the decrease in creditors due within one year (£927,344 vs £1,405,543). This substantial fall in creditors related primarily to a fall in accruals and deferred income and trade creditors.

The total reserves at Year End were £871,964 (2021: £692,867).



B. GOING CONCERN

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The Centre was open to the public for the complete year with no closures; however, the business had lesser footprint due to Government guidelines.

Scenario planning conducted has mitigated both the impact of the unforeseen, lengthy shutdowns and social distancing regulations the Centre had to implement to ensure it could continue to trade as government guidelines and restrictions on the industry eased. The Trustees have assessed the impact Covid-19 has had, and may potentially have, on the future of the company and are satisfied that the company remains a going concern.

Sport England has committed to supporting the Charity in the forthcoming year up to a deficit of £507,984, as it recognises that the business is undergoing a transformational journey. In addition, Sport England has recognised that there has been considerable cost inflation incurred in the hospitality sector and also certain measures were required to ensure that the business was operating within national wage guidelines. Considering this, Sport England has supplemented the above funding with an additional support of £90,000. For this reason, the Charity continues to adopt the going concern basis in preparing its financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.



C. RESERVES POLICY

Reserves are accounted for as restricted funds, general funds or designated funds within the general fund. The Trustees regard free reserves as a lesser amount excluding restricted funds and fixed assets.

The Board manages financial risk by appointing a robust Executive Leadership Team and by agreeing a detailed financial plan in advance of each financial year. The Board appoints an independent Audit, Risk & Finance Committee to review the financial performance and position of the Charity on a quarterly basis and this committee reports to the Board.

The Board ensures that the Charity protects its reserves and manages risk by monitoring quarterly management accounts which report both income and expenditure as well as the balance sheet position.

In addition, a reserves policy has been implemented to ensure approximately three months of operating costs are retained. This would require free reserves totalling £958,599 being available. Due to Covid-19 the Trustees have

temporarily reduced the requirement to a minimum threshold of two months operating expenses. This would require free reserves totalling £639,066 to be maintained on a continuous basis.

The Reserves held at the year end amounted to £871,964 which is comprised of £118,485 restricted funds and £753,479 of unrestricted funds of which £638,960 are free reserves.

It is the Trustees intention, once the Centre is fully operational, to restore the required free reserves balance back to £958,599, which will ensure three months of operational expenses will always be maintained to safeguard the Charity for all eventualities.

The Board is committed to conserving the reserves and has implemented a strict procurement policy to ensure all capital expenditure projects undergo a tendering processing. This will ensure the projects occur at a reasonable cost but also ensures funding from Sport England is not compromised.



D. MATERIAL INVESTMENT POLICY

Mountain Training Trust has a fully owned trading subsidiary Mountain Training Limited, and this is currently the only material investment.

Mountain Training Trust may potentially consider expansion opportunities such as working together with other centres

When reviewing principal risks and uncertainties, the trustees considered the specific resources, assets and relationships that are most at risk and the mitigating steps being taken to protect them. The mitigation measures that are maintained in relation to these risks are designed to provide a reasonable level of protection against the impact of the events in question.

To protect reserves and ensure due consideration is given to potential opportunities the Trustees recognise the need to have robust due diligence checks in place covering key areas such as Finance, Operational, Cultural, Personnel and Capital needs. The Trustees and the Board will be working together to create and implement these due diligence checks.

The Board will also consider environmental, social, corporate governance and ESG issues when these opportunities arise thus ensuring that all opportunities are fully aligned with the charitable objectives of the Charity.

E. PRINCIPAL RISKS AND UNCERTAINTIES

When reviewing principal risks and uncertainties, the trustees considered the specific resources, assets and relationships that are most at risk and the mitigating steps being taken to protect them. The mitigation measures that are maintained in relation to these risks are designed to provide a reasonable level of protection against the impact of the events in question.

The Executive Leadership Team, through effective budget management, will maintain current levels of reserves in line with the agreed Reserves Policy.

A risk of loss of key personnel and

challenges to general staffing levels could be exacerbated by current attrition across the sector. Brexit presents additional implications for the right to work in Europe. This has a potential to impact the delivery of a small number of the Centre's advanced qualification courses. Following the UK departure from the EU we are still awaiting new Work Permit arrangements to be confirmed for a number of countries. Actions to mitigate the risk include sourcing alternative locations and resource.

Mitigation and operational actions have also been determined for further risks across the business such as IT and data control, outsourcing and staff wellbeing.



F. FINANCIAL RISK AND MANAGEMENT OBJECTIVES AND POLICIES

Risk management is a fundamental element of the Charity's business practice on all levels and is embedded into the objectives, strategy, planning and controlling processes. Material risks are monitored and regularly discussed within the Audit, Risk & Finance Committee.

The Audit Risk and Finance Committee reviews the annual draft budget, the risk registers as well as changes to financial policies and procedures on a quarterly basis. This continuous dialogue and engagement ensure effective financial risk management and maintenance of all relevant policies. The risk register is reviewed regularly, and critically analysed to ensure continuous development of the risk management system. Key department managers are invited to provide their opinions on what they view as the key risks within their department which creates transparency for the committee and Trustees on practical operational matters which affect the fundamental success of the business.

The Trustees have assessed the major risks to the company, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. They have reviewed detailed business plans and budgets covering the next three years and are satisfied with the financial risk management objectives and policies.



G. PRINCIPAL FUNDING

Sport England provides a total management fee to support the course provision and management of the facilities allowing Mountain Training Trust to deliver its core objectives and contribute to its educational values. The funding was used to complete capital projects such as installation of a new boiler and pipes.

Typically, Sport England is the main source of funding. However, as the year reflected the business progressing from an unprecedented year of Covid and there was a need to still comply with all the Government guidelines and so additional funding was received from the following sources:

- Furlough Scheme
- Covid-19 Rescue Fund (Sport England)

The funding received was principally used to secure and safeguard employment at the Centre.

H. FUNDRAISING POLICY

The Charity does not conduct significant fundraising activities with the general public.



STRUCTURE, GOVERNANCE AND MANAGEMENT

MOUNTAIN
TRAINING
TRUST



PLAS Y BRENIN
NATIONAL OUTDOOR CENTRE



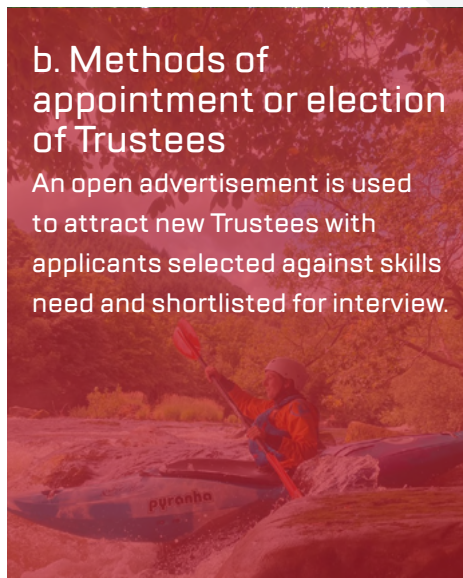


a. Constitution

Mountain Training Trust is registered as a charitable company limited by guarantee and was established with Articles of Association.

b. Methods of appointment or election of Trustees

An open advertisement is used to attract new Trustees with applicants selected against skills need and shortlisted for interview.



c. Organisational structure and decision-making policies

The Mountain Training Trust Board meets quarterly. The meetings include the Trustees, the CEO and Finance Director to the Executive Leadership Team. There is currently provision for the Board to request attendance by advisors who can provide technical input.

The Board recognises that good governance is critical to ongoing success and sustainability and are fully committed to working towards Tier Three of 'A Code for Sports Governance'.

The Chief Executive operates within an agreed scheme of delegation and is assisted by an Executive Leadership Team.

d. Policies adopted for the induction and training of Trustees

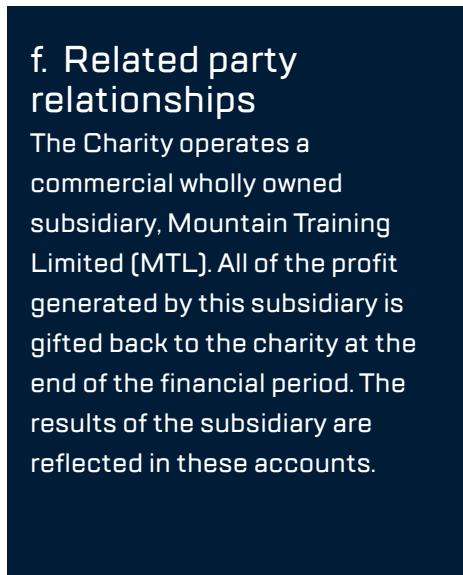
As part of their induction, new Trustees are provided with a comprehensive governance handbook plus the Memorandum and Articles of Association and information from the Charity Commission and Companies House regarding the duties and responsibilities of Trustees and Directors. The induction is undertaken by the Chief Executive.

e. Pay policy for key management personnel

Pay for key management personnel is appropriate to the role, experience, qualifications and geography of the recruitment. The Executive team began a review of all contracts and achieved parity in contract terms, and equitable pay for female employees across the instructional team – there had previously been significant disparity between male/female salaries. This review is ongoing and is a priority for the forthcoming financial year to apply this across the entire team.

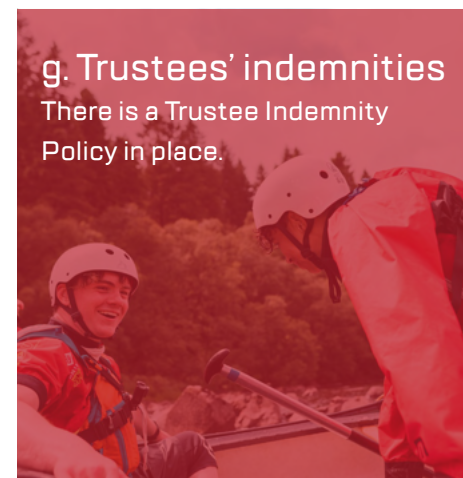
f. Related party relationships

The Charity operates a commercial wholly owned subsidiary, Mountain Training Limited (MTL). All of the profit generated by this subsidiary is gifted back to the charity at the end of the financial period. The results of the subsidiary are reflected in these accounts.



g. Trustees' indemnities

There is a Trustee Indemnity Policy in place.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Sara Mogel OBE
Trustee

Date: 9 December 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF MOUNTAIN TRAINING TRUST

Opinion

We have audited the financial statements of Mountain Training Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

CONTINUED...

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation

of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.



CONTINUED...

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect

of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charity awareness to carry out our work to the required standard.

The audit team obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and the parent charitable company and determined that the most significant are those which relate to the reporting framework (The Charity SORP 2019), the relevant tax compliance regulations and the General Data Protection Regulation (GDPR).

We understood how the Group and the parent charitable company complies with these frameworks by making enquiries of management and those responsible for legal and compliance procedures. We also reviewed board minutes to identify any recorded instances of irregularity or non compliance that might have a material impact on the financial statements.

We reviewed the susceptibility of the Group and the parent charitable company's financial statements to material misstatement including how fraud may occur by meeting with key management to understand where they considered there was a susceptibility to fraud. Based on our understanding our procedures involved enquiries of management and those charged with governance, manual journal entry testing, cashbook reviews for large and unusual items and the challenge of significant estimates used in preparing the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

CONTINUED...

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



WR Partners

Chartered Accountants
Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Date: 31/01/2023

WR Partners are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Incorporating income and expenditure account – For the year ended 31 March 2022

Income from	Note	Unrestricted funds 2022 – £	Restricted funds 2022 – £	Total funds 2022 – £	Total funds 2021 – £
Donations and legacies	4	780,846	76,000	856,846	835,187
Charitable activities	5	1,539,970	-	1,539,970	350,269
Other trading activities	6	275,454	-	275,454	22,665
Investments	7	21,963	-	21,963	18,116
Other Income	8	834,898	10,472	845,370	1,414,802
Total Income		3,453,131	86,472	3,539,603	2,641,039
Expenditure on					
Raising funds	9	1,474,213	-	1,474,213	1,177,151
Charitable activities	10	1,884,268	2,025	1,886,293	1,489,903
Total Expenditure		3,358,481	2,025	3,360,506	2,667,054
Net income/(expenditure)		94,650	84,447	179,097	(26,015)
Charitable activities	20	27,758	(27,758)	-	-
Net movement in funds		122,408	56,689	179,097	(26,015)
Reconciliation of funds					
Total funds brought forward		631,071	61,796	692,867	718,882
Net movement in funds		122,408	56,689	179,097	(26,015)
Total funds carried forward		753,479	118,485	871,964	692,867

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 65 to 79 form part of these financial statements.

CONSOLIDATED BALANCE SHEET

As at 31 March 2022

Fixed assets	Note		2022 - £		2021 - £
Tangible assets	15		105,817		127,659
Total			105,817		127,659
Current assets	Note		2022 - £		2021 - £
Stocks	17	2,325		26,788	
Debtors	18	601,383		664,229	
Cash in the bank and in hand	8	1,089,783		1,279,734	
Total		1,693,491		1,970,751	
Creditors: amounts falling due within one year	19	(927,344)		(1,405,543)	
Net current assets		766,147		565,208	
Total net assets		871,964		692,867	



CONTINUED...

As at 31 March 2022

Charity funds	Note		2022 - £		2021 - £
Restricted funds	20		118,485		61,796
Unrestricted funds	20		753,479		631,071
Total funds			871,964		692,867

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
Peter Ashman

Trustee

Date: 9 December 2022

The notes on pages 65 to 79 form part of these financial statements.

CHARITY BALANCE SHEET

As at 31 March 2022

Fixed assets	Note		2022 - £		2021 - £
Tangible assets	15		53,797		70,126
Investments	16		1		1
Total Income			53,798		70,127
Current assets					
Debtors	18	469,774		443,936	
Charitable activities	10	1,027,194		953,806	
Total Income		1,496,968		1,397,742	
Creditors: amounts falling due within one year	19	(678,802)		(775,002)	
Net current assets			818,166		622,740
Total net assets/net liabilities			871,964		692,867



CONTINUED...

As at 31 March 2022

Charity funds	Note		2022 - £		2021 - £
Restricted funds	20		118,485		61,796
Unrestricted funds	20		753,479		631,071
Total funds			871,964		692,867

The Charity's net movement in funds for the year was £179,097 (2021 £(26,015)).

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

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The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
Peter Ashman
Trustee

Date: 9 December 2022

The notes on pages 65 to 79 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2022

Cash flows from operating activities	2022 - £	2021 - £
Net cash used in operating activities	(207,273)	299,217
Cash flows from investing activities		
Dividends, interests and rents from investments	21,963	18,116
Proceeds from the sale of tangible fixed assets	-	6,770
Purchase of tangible fixed assets	(4,641)	(40,535)
Net cash provided by/(used in) investing activities	17,322	(15,649)
Change in cash and cash equivalents in the year	(189,951)	283,568
Cash and cash equivalents at the beginning of the year	1,279,734	996,166
Cash and cash equivalents at the end of the year	1,089,783	1,279,734

The notes on pages 65 to 79 form part of these financial statements



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2022

1. General information

Mountain Training Trust is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered office is at Plas Y Brenin, The National Mountain Sports Centre, Capel Curig, Conwy, LL24 0ET.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the second edition Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Mountain Training Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Basis of consolidation

The financial statements consolidate the accounts of Mountain Training Trust and all of its subsidiary undertakings ('subsidiaries').

The Charity has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

The income and expenditure account for the year dealt with in the accounts of the Charity was a surplus of £179,097 (2021 deficit of £26,015).

2.3 Going concern

The financial statements have been prepared on the going concern basis.

The Group reports a total surplus of £179,097 (2021: deficit of £26,015) for the year.

The underlying balance sheet position remains positive, net current assets are £766,148 (2021: £565,208). Mountain Training Trust continues to be in a position to meet its commitments on an on going basis. The key factors supporting the going concern basis include the levels of cash currently held by the Group and the on going Sport England contractual funding.

2.4 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable.



Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the Charity's accounting policies.

On receipt, donated equipment, professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support

costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.



2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Expenditure on equipment such as bikes and kayaks is not capitalised as due to the amount of wear and tear, the estimated useful life is less than a year.

Depreciation is provided on the following bases:

Plant and machinery	20% and 25% straight line
Motor vehicles	20% reducing balance
Fixtures and fittings Room furniture	12.5% straight line
Office equipment	25%, 33 and 50% straight line
Property improvements	10% straight line

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions: The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



4. Income from donations and legacies

	Unrestricted funds 2022 - £	Restricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Donations	-	76,000	76,000	750
Grants	780,846	-	780,846	834,437
Total 2022	780,846	76,000	856,846	835,187
Total 2021	835,187	-	835,187	

5. Income from charitable activities

	Unrestricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Provision of education and training in general outdoor recreation	1,539,970	1,539,970	350,269
Total 2022	1,539,970	1,539,970	350,269
Total 2021	350,269	350,269	

6. Income from other trading activities

Income from non charitable trading activities	Unrestricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Sales	159,801	159,801	14,196
Trading income	115,653	115,653	8,469
Total 2022	275,454	275,454	22,665
Total 2021	22,665	22,665	



7. Investment income

	Unrestricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Investment income	21,963	21,963	18,116
Total 2022	21,963	21,963	18,116
Total 2021	18,116	18,116	

8. Other incoming resources

	Unrestricted funds 2022 - £	Restricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Other income	834,898	10,472	845,370	1,414,802
Total 2022	834,898	10,472	845,370	1,414,802
Total 2021	1,414,802	-	1,414,802	



Other income includes furlough income of £55,364 (2021: £548,351) and Covid 19 rescue funding from Sport England of £770,832 (2021: 866,451).

9. Expenditure on raising funds

	Unrestricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Purchases	83,374	83,374	215,520
Depreciation	10,153	10,153	6,694
Cost of sales	24,463	24,463	2,639
Administration expenses	841,999	841,999	532,334
Cost of sales staff costs	326,497	326,497	247,876
Administration staff costs	187,727	187,727	172,088
Total 2022	1,474,213	1,474,213	1,177,151
Total 2021	1,177,151	1,177,151	



10. Analysis of expenditure on charitable activities

Summary by fund type	Unrestricted funds 2022 - £	Restricted funds 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Provision of education and training in general outdoor recreation	1,884,268	2,025	1,886,293	1,489,903
Total 2022	1,884,268	2,025	1,886,293	1,489,903
Total 2021	1,489,903	-	1,489,903	

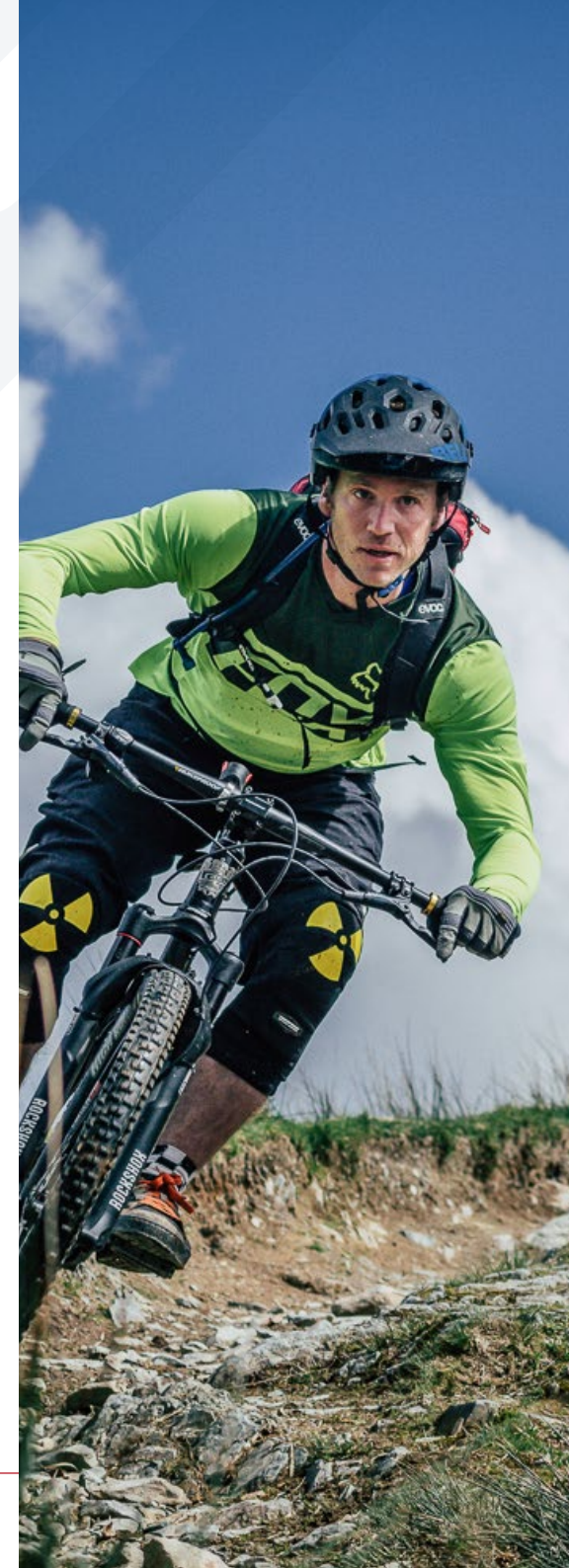
11. Analysis of expenditure by activities

Summary by fund type	Activities undertaken directly 2022 - £	Support costs 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Provision of education and training in general outdoor recreation	1,063,236	823,057	1,886,293	1,489,903
Total 2022	1,063,236	823,057	1,886,293	1,489,903
Total 2021	874,119	615,784	1,489,903	

Analysis of direct costs	Provision of education 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Staff costs	716,795	716,795	741,773
Sub contractor fees	144,782	144,782	70,967
Catering purchases	153,588	153,588	38,697
Course expenditure	4,998	4,998	2,677
Access agreements	9,608	9,608	8,955
Staff training	33,465	33,465	11,050
Total 2022	1,063,236	1,063,236	874,119
Total 2021	874,119	874,119	

11. Analysis of expenditure by activities continued...

Analysis of support costs	Provision of education 2022 - £	Total funds 2022 - £	Total funds 2021 - £
Staff costs	250,658	250,658	275,439
Depreciation	16,327	16,327	23,619
Outsourced staff costs	30,323	30,323	-
Student insurance	37,214	37,214	32,008
Consultancy fees	7,088	7,088	-
Staff training	1,330	1,330	2,884
Staff uniforms	70	70	714
Rates and water	87,421	87,421	33,897
Light and heat	119,190	119,190	69,322
Telephone	3,290	3,290	1,918
Postage and stationery	851	851	416
Advertising and marketing	44,996	44,996	63,822
Sundries	14,963	14,963	3,896
Rent	13,887	13,887	13,798
Repairs and maintenance	9,451	9,451	3,077
Subscriptions	4,927	4,927	2,576
Non-reclaimable input VAT	39,269	39,269	31,770
Motor	56,288	56,288	15,091
Cleaning	219	219	169
Bank charges	20,505	20,505	10,442
Trustee' travel expenses	-	-	189
Travel and accommodation	56,325	56,325	17,523
Profit/(loss) on disposal of assets	-	-	3,035
Governance costs	8,465	8,465	10,179
Total 2022	823,057	823,057	615,784
Total 2021	615,784	615,784	



12. Auditors' remuneration

	Total funds 2022 - £	Total funds 2021 - £
Fees payable to the Group's auditor for the audit of the Charity's annual accounts	12,250	11,250
Fees payable to the Group's auditor in respect of:		
All non-audit services not included above	3,500	2,250

13. Staff costs

	Group 2022 - £	Group 2021 - £	Charity 2022 - £	Charity 2021 - £
Wages and salaries	1,349,225	1,309,426	920,179	925,753
Social security costs	109,342	98,305	35,791	71,473
Other pension costs	23,110	29,445	11,483	19,986
Total	1,481,677	1,437,176	967,453	1,017,212

During the year termination payments of £Nil (2021: £27,231) and notice payments of £Nil (£16,056) were paid out to 0 employees (2021: 5 employees).

The average number of persons employed by the Charity during the year was as follows:

Group 2022 No.	Group 2021 No.
70	71

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	Group 2021 No.
In the band £80,001 - £90,000	1	1

Remuneration and benefits received by key management personnel for the Group totalled £256,503 (2021: £221,796).

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021: £NIL).

During the year ended 31 March 2022, expenses totalling £533 were reimbursed or paid directly to 3 Trustees (2021: £102 to 1 Trustee). These expenses relate to travel and subsistence for meetings held during the year.

15. Tangible fixed assets

Group						
Cost or valuation	Property improvements - £	Plant and machinery - £	Motor vehicles - £	Fixtures and fittings - £	Office equipment - £	Total - £
At 1 April 2021	36,793	115,186	182,101	30,800	83,066	448,026
Additions	4,641	-	-	-	-	4,641
At 31 March 2022	41,434	115,186	182,101	30,880	83,066	452,667
Depreciation						
At 1 April 2021	-	107,335	115,994	14,482	82,556	320,367
Charge for the year	4,143	5,474	13,222	3,134	510	26,483
At 31 March 2022	4,143	112,809	129,216	17,616	83,066	346,850
Net book value						
At 31 March 2022	37,291	2,377	52,885	13,264	-	105,817
At 31 March 2021	36,793	7,851	66,107	16,398	510	127,659



15. Tangible fixed assets continued...

Charity					
Cost or valuation	Plant and machinery - £	Motor vehicles - £	Fixtures and fittings - £	Office equipment - £	Total - £
At 1 April 2021	35,885	182,101	6,506	83,066	307,558
At 31 March 2022	35,885	182,101	6,506	83,066	307,558
Depreciation					
At 1 April 2021	32,972	115,994	5,910	82,556	237,432
Charge for the year	2,510	13,222	87	510	16,329
At 31 March 2022	35,482	129,216	5,997	83,066	253,761
Net book value					
At 31 March 2022	403	52,885	509	-	53,797
At 31 March 2021	2,913	66,107	596	510	70,126



16. Fixed asset investments

Charity	
Cost or valuation	Investments in subsidiary company - £
At 1 April 2021	1
At 31 March 2022	1
Net book value	
At 31 March 2022	1
At 31 March 2021	1

Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Class of shares	Holding
Mountain Training Limited	03284963	Plas y Brenin, Capel Curig, LL24 0ET	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Company number	Income	Expenditure	Profit/ (loss)/ surplus / (deficit) for the year - £	Net assets - £
Mountain Training Limited	03284963	1,882,787	1,470,070	412,717	1

17. Stocks

	Group 2022 - £	Group 2021 - £
Finished goods and goods for sale	2,325	26,788



18. Debtors

Due within one year	Group 2022 - £	Group 2021 - £	Charity 2022 - £	Charity 2021 - £
Trade debtors	248,967	401,896	210,108	149,611
Amounts owed by group undertakings	-	-	93,486	214,666
Other debtors	13,283	49,726	2,759	3,632
Prepayments and accrued income	339,133	212,607	163,421	76,027
Total	601,383	664,229	469,774	443,936

19. Creditors: Amounts falling due within one year

	Group 2022 - £	Group 2021 - £	Charity 2022 - £	Charity 2021 - £
Bank overdrafts	-	2,785	-	2,785
Trade creditors	71,984	235,366	22,271	18,275
Other taxation and social security	38,163	73,439	11,250	180
Other creditors	102,209	94,178	32,257	-
Accruals and deferred income	714,988	999,775	613,024	753,762
Total	927,344	1,405,543	678,802	775,002
Deferred income at 1 April 2021	740,681	477,427	727,199	454,477
Resources deferred during the year	642,296	740,681	600,759	727,199
Amounts released from previous periods	(740,681)	(477,427)	(727,199)	(454,477)
Total	642,296	740,681	600,759	727,199

20. Statement of funds - Current year

	Balance at 1 April 2021 - £	Income - £	Expenditure - £	Transfers in/out - £	Balance at 31 March 2022 - £
Unrestricted funds					
Designated funds					
Boat auction proceeds	-	8,702	-	-	8,702
General funds					
General funds - all funds	631,071	3,444,429	(3,358,481)	27,758	744,777
Total Unrestricted funds	631,071	3,453,131	(3,358,481)	27,758	753,479
Restricted funds					
Thomas Howell Bursary	1,836	-	-	(1,836)	-
Ben Brabner Fund	120	-	-	(120)	-
Jonathon Conville Fund	25	-	(25)	-	-
Other	5,989	-	-	(5,989)	-
James Brownhill	20,477	-	(2,000)	-	18,477
Sport England Trainers Fund	7,445	-	-	(7,445)	-
Millennium Stadium	1,268	-	-	(1,268)	-
Pearson Holiday Fund	3,750	-	-	(3,750)	-
Grocers Charity	1,800	-	-	(1,800)	-
CHK Charity	5,550	-	-	(5,550)	-
SE Repairs & Maintenance Fund	13,536	-	-	-	13,536
Bass Legacy	-	75,000	-	-	75,000
Wrexham County Borough Fund	-	1,000	-	-	1,000
Boat sale	-	10,472	-	-	10,472
	61,796	86,472	(2,025)	(27,758)	118,485
Total of funds	692,867	3,539,603	(3,360,506)	-	871,964

- A transfer has been made to clear historic balances which have been fully spent in prior years.

Restricted funds

- James Brownhill: this is a bursary scheme.
- SE Repairs & Maintenance Fund: this is funding from Sport England for repairs and maintenance work.
- Bass Legacy: represents legacy income received in the year which is to be spent to enable dementia sufferers and their carers to be active outdoors.
- Boat sale: represents income received in the year which is to be utilised by John Moores University.

20. Statement of funds - Prior year

	Balance at 1 April 2020 - £	Income - £	Expenditure - £	Balance at 31 March 2022 - £
Unrestricted funds				
General funds - all funds	657,086	2,641,039	(2,667,054)	631,071
Restricted funds				
Thomas Howell Bursary	1,836	-	-	1,836
Ben Brabner Fund	120	-	-	120
Jonathon Conville Fund	25	-	-	25
Other	5,989	-	-	5,989
James Brownhill	20,477	-	-	20,477
Sport England Trainers Fund	7,445	-	-	7,445
Millennium Stadium	1,268	-	-	1,268
Pearson Holiday Fund	3,750	-	-	3,750
Grocers Charity	1,800	-	-	1,800
CHK Charity	5,550	-	-	5,550
SE Repairs & Maintenance Fund	13,536	-	-	13,536
	61,796	-	-	61,796
Total of funds	718,882	2,641,039	(2,667,054)	692,867

21. Analysis of net assets between funds

Current year	Unrestricted funds 2022 - £	Restricted funds 2022 - £	Total funds 2022 - £
Tangible fixed assets	105,817	-	105,817
Current assets	1,575,006	118,485	1,693,491
Creditors due within one year	(927,344)	-	(927,344)
Total	753,479	118,485	871,964

Prior year	Unrestricted funds 2021 - £	Restricted funds 2021 - £	Total funds 2021 - £
Tangible fixed assets	127,659	-	127,659
Current assets	1,908,955	61,796	1,970,751
Creditors due within one year	(1,405,543)	-	(1,405,543)
Total	631,071	61,796	692,867

22. Pension commitments

Prudential

The company operates a defined contributions pension scheme with Prudential for employees joining since 2000. The assets of the scheme are held separately from those of the company in an independently administered fund.

NEST

Since auto enrolment new employees are entered onto the Government scheme.

The pension cost charge represents contributions payable by the company to both schemes and amounted to £23,110 (2021: £29,445). There were £10,651 (2021: £7,525) of contributions outstanding at the balance sheet date.

23. Operating lease commitments

At 31 March 2022 the Group and the Charity had commitments to make future minimum lease payments under non cancellable operating leases as follows:

	Group 2022 - £	Group 2021 - £
No later than 1 year	18,719	13,620
Later than 1 year and not later than 5 years	70,409	54,481
Later than 5 years	42,756	-
Total	131,884	68,101

24. Related party transactions

In accordance with FRS 102, transactions with Mountain Training Limited have not been disclosed here since it is a wholly owned subsidiary of Mountain Training Trust.

During the year Mountain Training Trust paid fees of under £1,000 (2021: £Nil) for the provision of courses to MTUKI, a company of which S Saddler is a director.

During the year Mountain Training Trust purchased second hand equipment for £7,206 (2021: £Nil) from Brenin Adventures, a company of which M Jones (senior manager) is a director.

Company registered number
Charity registered number
Registered office

03250981
1064023
Plas y Brenin
The National Outdoor Centre
Capel Curig
Conwy
LL24 0ET

Independent Auditors
WR Partners

Executive Leadership Team
Ruth Hall, Chief Executive Officer
Helen Barnard, Chief Instructor
Matt Jones, Operations Director
Jan Hyde, People Director
Mike Sarath, Commercial Director

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