



Introduction from the Chair of Mountain Training Trust

Thank you very much for being interested in the work of the Mountain Training Trust and, hopefully, becoming one of our trustees or joining one of our committees. We are not a charity that many people have heard of, so when I am asked what we do I usually say, 'we run Plas y Brenin' which is the iconic National Outdoor Centre, and also our headquarters in Capel Curig in the heart of the Snowdonia National Park. We are an educational charity, but most of our learning is about and in the outdoors. Much of what we do is train those who train or support others in outdoor activities and do so in a way that reinforces the safety of all those concerned. Our charitable objects state that our education and training is in skills "for the conduct of safe walking, running, canoeing, climbing, orienteering, mountaineering, skiing, mountain biking and other recreational activities generally practised in the outdoors or in sea, hill, cliff and mountain environments and for the conduct of safe activity in the outdoors or in sea, hill, cliff and mountain environments". We aim to 'get people active in the outdoors'.

As well as our main board we have committees for Audit, Risk and Finance and Governance and Nominations. We also have a board for our wholly owned subsidiary company Mountain Training Limited which has some members from Mountain Training Trust and some independent directors. We are keen to recruit people who can support all these activities.

Like many charities, we are moving from being supported by public funding to being self-sustaining. This is a major challenge. We have made some good headway in, for example, growing the work we do to train people who work in outdoor environments to keep safe and updating some of our facilities such as the climbing wall. We have also grown both our adventure offer and our hospitality offer.

You can see a video describing our work here:

<https://www.youtube.com/watch?v=l9TCxM0MdR4&feature=youtu.be>

We are also working hard to be the best governing body we can be and set ourselves high standards as a Trust. I do hope you will consider applying to join us in this demanding and rewarding work. We have a rolling succession programme for both Mountain Training Trust and Mountain Training Limited boards and a system of co-opting people onto committees so there are opportunities now and in the future for you to support our work. I hope the following information answers some of the questions you may have. If you want to discuss the role of trustee with me, please contact me at sara.mogel@mountaintrainingtrust.org

Sara Mogel OBE

Chair, Mountain Training Trust

What does the Mountain Training Trust do?

The Mountain Training Trust is responsible for running a wide range of learning programmes for individuals, businesses and organisations. It is based at Plas y Brenin which is a centre of sporting excellence and one of the UK's leading providers of qualifications and skills-based courses. Plas y Brenin has been at the forefront of outdoor leadership, training and exploration for over 65 years. We are proud that we have been its custodian since 1997, when we were successful in winning the contract to manage Plas y Brenin on behalf of Sport England. Since then we have built up a unique reputation for providing world class instruction and offering amazing experiences. Our incredible location means the Trust can run a year-round programme of skills development, training and assessment in a range of mountain sports including walking, climbing, mountaineering, paddle sports and mountain biking.

To find out a little more, please visit <https://www.pyb.co.uk/about-plas-y-brenin/> and our website in general.

The Mountain Training Trust prides itself on having a highly regarded professional team. Our coaches provide support to a wide range of National Governing Bodies, helping to develop their leadership and coaching qualification schemes and their safety procedures. Our coaching and instructional team includes many of the most experienced and accomplished leaders in their field. They know how to inspire people to learn new skills and have new adventures. This excellence is also to be found in the staff who house, feed and support our guests whether it is in producing some outstanding food from local produce, maintaining a friendly ambience in a historic building or providing expert advice about equipment to either hire or buy.

Courses are both residential and non-residential and can be tailored to meet individual needs. Plas y Brenin also hosts a wide range of outdoor-focused conferences and symposiums – a key role given that it is a national resource for the outdoors. The bar, open to the public, has one of the best views in Snowdonia!

The Mountain Training Trust also uses our expertise to offer technical training for those from other sectors working in dynamic outdoor environments. So, you may see a variety of people learning skills from those who are learning how to rescue animals from a cliff to wardens working in remote upland environments. We deliver dedicated training for uniformed services, providing skills and knowledge for surveillance officers working in remote locations, as well as to those working in the telecommunications business or those who are tasked with repairing electricity pylons in all sorts of weather.

What does being a trustee mean?

Our trustees are the Non-Executive Directors of the Trust and make up the Governing Board of the Trust. They are responsible for the overall governance and strategy of the Mountain Training Trust. Our articles of association and our charitable objects govern our conduct. We are both a company limited by guarantee and a registered charity so some of what we do is set out by others. One of our main stakeholders is Sport England, who own Plas y Brenin, and with whom we have an important contract to develop inspiring coaches, instructors and leaders in adventure sport as well as helping to nurture skills and confidence for independent adventures.

We have three shareholders who are the founding organisations of the Trust – the British Mountaineering Council, Mountain Training (UK & Ireland) and Mountain Training (England). These three organisations each nominate a board member for MTT. Board membership currently stands at 11 places.

We are always looking ahead as terms of office come to an end and sometimes use co-opting people either to committees or boards as a way of ensuring a smooth transition. We also use co-opting

members to bring in specific skills sets to support the work of the two committees (audit and governance and nominations).

Due to the level of responsibility of our trustees there is a commitment to attend four board meetings a year as well as to sit on a committee or our commercial subsidiary which meet between two and four times a year. There are one or two days of board development activity a year which are always the day after a board meeting. Some committees meet remotely via Teams and some meet on the same day as board meetings to cut down on travelling time. If meetings are held in Plas y Brenin (which the majority of board meetings are) then accommodation is provided before and after meetings for trustees who want it. The Trust also occasionally holds meetings off site for example in Manchester or Crewe. Including preparation time, the average trustee spends about 10 to 12 days a year working for the Mountain Training Trust. Some may do more when supporting particular projects or if they are chairing a committee. The board normally meets on a Friday. This is a voluntary position with reasonable expenses being paid.

MTL is the wholly owned commercial arm of MTT. It meets twice a year and its members also join in development days and some joint planning activities. It has a clear remit to lead on non-charitable business activities.

MTT and MTL have a clear conflict of interest policy and asks all members to declare such interests and to keep their information up to date. Having a conflict of interest does not necessarily bar you from being a board member. MTT as a charitable trust requires all board members have to act in the Trust's best interests, manage our resources responsibly, act with reasonable care and skill, implement appropriate financial controls and manage risks.

You cannot be a trustee if you are disqualified under the Charities Act, including if you:

- have an unspent conviction for an offence involving dishonesty or deception (such as fraud)
- are bankrupt or have entered into a formal arrangement (e.g. an individual voluntary arrangement) with a creditor
- have been removed as a company director or charity trustee because of wrong doing

What skills do I need to be a trustee/board member?

You need to have empathy with the charitable objectives of MTT and an understanding of how learning about the outdoors can change lives. We welcome applicants who have experience of being a trustee previously. As well as these attributes, the Trust needs a wide range of skills on its boards to deal with the breadth of its business interests. Currently we are particularly interested in those who have experience and expertise in:

- The Hospitality Industry
- Legal Counsel
- Human Resource Management
- Outdoor Sport and/or health and well being
- Sport for people with a disability

However, this is a not a definitive list and other skills sets are welcome.

Wider skills required include:

- Vision, enthusiasm, excellent communication and interpersonal skills
- A commitment to our charitable objects
- Experience of providing strategic leadership in a time of challenge and change
- Ability to analyse and understand data and other information
- An understanding of the role of non-Executive Directors to both challenge and support
- A passion for continuous improvement
- The ability to act as an ambassador for the Mountain Training Trust in the wider community.

A full role descriptor is attached at annex A.

The Mountain Training Trust is an equal opportunities employer. It welcomes applications from all regardless of ethnic origin, gender, sexual orientation, disability, religion/belief or age. We are committed to having a gender balance on the board.

How do I apply?

If you are interested in joining MTT or MTL (voluntary role) please submit a CV together with a covering letter expressing why you are interested in the role and outlining any specific skills and competencies you could bring to the Board.

You should include details of two referees (who will only be contacted if selected).

Applications should be marked private and confidential and sent by email to our Board Secretary Sandie McBennett sandie.mcbennett@mountaintrainingtrust.org

Applications must be received by the end of July 2021, and discussions with shortlisted candidates will be held in August 2021.

Annex A

MOUNTAIN TRAINING TRUST NON EXECUTIVE BOARD DIRECTOR

ROLE DESCRIPTION

Position: Director to serve on the Mountain Training Trust

Responsible to: The Chair of the Board of Directors

1. The role of the Board of Directors of MTT

1.1 The Board of Directors are the trustees of the charity MTT, as defined by law. They are the people responsible for controlling the administration and management of the charity. The role of the Board of Directors is to receive assets from donors, safeguard them and apply them for the charitable purposes set out in the Memorandum and Articles of Association of MTT (its governing document). The Board of Directors must act as a group and not as individuals.

Responsibilities

2. Statutory Duties

- 2.1 To act as a non-executive Director of the charity and act in the best interests of the organisation alone and for the benefit of its beneficiaries and with honesty and good faith.
- 2.2 To ensure that the obligations and responsibilities of MTT, as determined by its Memorandum and Articles of Association are fully, promptly and properly performed and to ensure that the charity complies with all relevant laws.
- 2.3 To ensure that MTT pursues its charitable objects as defined in its Articles of Association and applies its resources exclusively in pursuance of those objects.
- 2.4 To use such personal and professional skills, together with such contacts, experience and judgement as they may possess, with integrity and independence to optimise both the short and long-term performance of MTT and to seek professional advice where appropriate.
- 2.5 To give strategic direction to the charity and play a full part in enabling the Board of Directors to arrive at balanced and objective decisions in the performance of its agreed role and functions in relation to MTT.
- 2.6 To make decisions for the benefit of MTT alone and not for personal or professional gain.
- 2.7 To safeguard the charity and its reputation.
- 2.8 To ensure financial stability and make sure company accounts are a true and fair view of business finance and all reporting requirements to Companies House and the Charity Commission are timely and accurate.

3. Strategic Leadership

- 3.1 Support and challenge the Chair, CEO and management team to drive and deliver MTT's activities to meet its charitable objects.
- 3.2 Provide a strategic perspective, champion change and challenge the status quo to ensure MTT takes a long-term view for its long term growth and sustainability.
- 3.3 Monitor, challenge and evaluate the performance of the strategic plan in meeting agreed goals and objectives.
- 3.4 Advocate MTT's aims, ensuring that the necessary human and financial resources are in place to successfully deliver them.

4. Governance

- 5.1 Work collaboratively with, and support the Chair, the CE and the management team.
- 5.2 Contribute fully to Board discussions, take collective responsibility for Board decisions and represent the collective Board view to external stakeholders and audiences.

- 5.3 Maintain confidentiality, as appropriate and when requested by the Chair, and agreed by Board consensus.
- 5.4 Be fully conversant and compliant with MTT's conflicts of interest policy, declaring any interests as soon as these become apparent.
- 5.5 Ensure integrity of management and financial information and that financial controls and systems of risk management are robust and defensible.

5. External relations

- 5.1 Build and maintain constructive relationships with key stakeholders including funding agencies, founding members, key professional and trade bodies.
- 5.2 Be an ambassador for MTT at external functions, meetings and events, when appropriate.

6. Personal obligations

- 6.1 Be an active advocate of MTT, its policies, objectives and its values of consistency, openness and honesty.
- 6.2 Understand and comply at all times with the legal and other responsibilities of being a Board Director.
- 6.3 Adhere to the rules and regulations regarding gifts and hospitality.
- 6.4 Seek continually to develop and refresh knowledge and skills to ensure any contribution to the Board remains informed and relevant.
- 6.5 Ensure that s/he fully understands and keeps up to date with:
 - The business of MTT;
 - The services delivered at Plas y Brenin, the National Outdoor Centre, as well as offsite activity;
 - The performance against the Sport England national centre contract and other significant contracts and grant requirements;
 - The external factors that affect MTT and its aspirations.

7. Time commitment and responsibilities

- 7.1 Attend all meetings of the Board of Directors called during the year, including the Annual General Meeting and other general meetings.
- 7.2 Allow time for preparation and follow up from meetings and any ad hoc response to Board related activities.
- 7.3 As the reasonable need arises, offer time to the business of MTT that relate to their respective skill sets.

8. Term of office

- 8.1 Board Directors will be appointed for three year terms, up to a maximum of two terms. Reappointment at the end of the first term is conditional on successfully undergoing a formal appraisal.

Person specification: MTT Board Director

General skills & qualities required by all Mountain Training Trust Board Directors

Key skills, experience and qualifications:

- Experience as a Company Director (commercial, charity, voluntary sector), trustee, partner, or in an appropriate senior management position, or active within in a sport or governing body.
- Strategy development.
- Leading organisational transformation and change.
- Knowledge and experience of the outdoor sports sector.
- An understanding of the changing environment in which the National Outdoor Centre operates.
- Commercial / business experience.
- Financial experience and understanding.
- Building and maintaining relationships with diverse groups, internal and external stakeholders.
- A strong, vibrant and diverse network.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of a Non-Executive Director.

Behavioural competencies and qualities:

- Ability to establish strong and positive working relationships with other Board members, Chair and executive team.
- Enthusiastic and positive commitment to the mission, objectives and values of Mountain Training Trust as an organisation.
- Results and performance-driven.
- Confident and independent thinker able to challenge facts and assumptions in a constructive and positive manner.
- Willingness to listen to alternative views and take direction and advice from other Board members and Chair, and other key stakeholders.
- Strong interpersonal skills: active listening and communication skills – able to engage, influence, persuade and inspire people at all levels.
- Able to communicate clearly and confidently in Board meetings and bigger forums.
- High self-awareness – understanding of personal strengths and weaknesses.
- Drive and commitment to improve personal knowledge and personal performance.
- Strong personal integrity – does not compromise on ethical or legal matters.
- Strong intellect and ability to quickly grasp and distil complicated issues, identify the areas for decision making.
- Willingness to embrace change and able to provide innovative thinking and solutions. Includes being open-minded and able to see the national picture for adventure sport.
- Able to make decisions objectively, based on understanding of facts and different perspectives.