

Charity number: 1086915
Company number: 4180163

MINUTES
of the
Meeting of the YST Board of Directors
Wednesday 26 April 2023 12.00-15.00

Virtual by Zoom:

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Meeting ID: 815 0313 0560

Passcode: 598930

Attendees

Neil Davidson (ND) - Chair
Billy Downie (BD) – Senior Independent Director
Dr Paula Franklin (PF)
Melanie Honnor (MH)
Dame Katherine Grainger (KG)
Lipa Nessa (LN)
John Gilligan (JG)
Shweta Sharma (SS)
Claire Boakes (CB)
Peter Ellis (PE) – Company Secretary
Valerie Copenhagen (VC)
Joanna Coates (JC)

In attendance:

Ali Oliver (AO) – Chief Executive Officer
Surinder Sihra (SSS) – Dir Finance & Governance
Will Roberts (WR) – Chief Operating Officer
Lisa McHendry (LMCH) – Coach
Kay Batkin (KB) – Dir School Networks
Emily Reynolds (ER) – Dir National Programmes
Jen Rouse (JR) – Dir Commercial & Fundraising
Nicola Boon (NB) – Chief Brand Officer

Kamran Miah (KM) – Senior Investment Manager, Sarasin & Partners. 1.30-2
Julie Turner (JT) – BSL interpreter
Mark Bennett (MB) – BSL interpreter

Observers:

Shaunagh Brown (SB) – Observer. 1.30-3
Steve Clapperton (SC) – Head of Policy & Public Affairs – Observer
Abi Misselbrook-Lovejoy (AM-L) – Observer

Apologies:

Sajid Gulzar (SG)

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1. GENERAL
1.1. Chair's welcome
The Chair welcomed the Trustees and thanked them for making time.
1.2. Apologies for absence
SG sent his apologies. SB joined for the latter part of the meeting. No other apologies were received.
1.3. Minutes of the last meeting
The minutes of the last Board meeting were accepted as a true and accurate record.
1.4. Matters arising
AO updated the Board on the matters arising from the previous Board meeting. All actions from the previous meeting have been completed or are included within the agenda for this meeting.
1.5. Declarations of interest
There were no new declarations of interest.
1.6. CEO Update & Executive Dashboard
<p>AO provided a summary of the CEO report highlighting the following areas:</p> <ul style="list-style-type: none"> • The continuing cost-of-living crisis and its impact on young people's health, wellbeing and achievement. This reinforces the focus on urgent action in our strategy. • Confirmation of the continuation of the Primary PE and Sport Premium by the government - £320m per year ringfenced for 2024/25 academic year (yet to be published) and £57m per year for Opening School Facilities fund. • The Annual YST Conference and exhibition held in March had gone well. • Update on Hybrid working policy- minimum 3 days in the office for Loughborough based staff. • Wimbledon Foundation confirmed additional funding for the Set for Success project to reach an additional 30 areas, another 250 schools and an additional 2,500 disadvantaged young people over the next 3 years. • No regulatory changes reported since the last meeting. • YST has achieved Cyber Essentials compliance which is the minimum standard required to receive government funding. Investigation on systems penetration and recovery testing is now being looked at. • Confirmation that the School Games National Finals will be held in 2024 with a new focus on talent inclusion, reaching children from more disadvantaged backgrounds to support SE and YST strategy. <p>VC asked about the provision for those with additional needs. LMCh responded:</p> <ul style="list-style-type: none"> • The Esme Fairburn project aims to increase the diversity of youth voice in sporting governance. • YST has been asked to support the "Ready, set, read" campaign as part of the Summer Reading Challenge. This aims to maintain young people's interest in reading over the summer through stories focused on sport and including physical activity.

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<p>ND confirmed that Kim Leadbeater has become a YST Ambassador (reinforcing this is in a non-political capacity).</p> <p>ACTIONS:</p> <p>Ensure all YST communications are prepared in accessible formats (ACTION: NB)</p> <p>Review the Cyber Essentials penetration testing and systems recovery testing through the Audit & Risk Committee. (ACTION: WR)</p>
<p>2. FOR APPROVAL</p>
<p>2.1. Year End Forecast 2022/23</p>
<p>SSS referred the Board to paper 2.1 and took the Board through the full year forecast. He stated that there was a further improvement in the deficit being forecast for the year and the positive impact on unrestricted reserves for the end of the year.</p> <p>ND invited questions from the Board. As there were none, this paper was approved.</p>
<p>2.2. Risk Register</p>
<p>Risk reporting has been modified to show risks and mitigation plans at two levels i) the YST strategy and ii) key organisational risks.</p> <p>The Board discussed the merits of the changes and approved these, however, they requested that the heat map should be included in the report in the future rather than sitting within the appendix.</p> <p>ACTIONS:</p> <p>Provide heatmap, explain how the risks have changed and highlight the top (impact) risks (ACTION: WR)</p>
<p>2.3. Committee Reports</p>
<p>2.3.1. NGR Committee</p>
<p>ND, chair of NGR Committee, highlighted the key decisions/recommendations of the committee:</p> <ul style="list-style-type: none"> - 2023 Governance Action Plan progress which included: approval of the annual governance statement; confirmation to SE of the Continued Compliance statement; approval of the SE Factcheck Questionnaire (compliance with the updated code); sub-committee membership; and Environmental & Sustainability plan. - Trustee recruitment – MH to step down at the AGM and Fatou Jeng will be recommend for appointment. <p>All governance recommendations and the nomination of Fatou Jeng were approved by the Board.</p> <p>ND reminded Trustees that he will need to conduct their 121's by 15 June.</p> <p>ACTIONS:</p> <p>ND to conduct 121's with Trustees by 15 June (ACTION: ND/LS)</p>
<p>2.3.2. Audit & Risk Committee</p>
<p>The Committee discussed the 23/24 Budget Stress test (carried out by WR) which showed a stable position with major funders. The outcome from the discussion was a request to the executive to develop a long-term financial plan aligned to the strategy.</p>

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<p>ACTIONS:</p> <p>To bring forward a long term financial/business plan (ACTION: AO/SSS)</p>
<p>2.3.3. Youth Board</p> <p>LN reported:</p> <ul style="list-style-type: none"> - Abhishna Yogarajan has applied to be the next Youth Board Chair and will be interviewed by members of the NGR Committee in May. - Some members are concluding their time on the Youth Board. A video with a new application process has been designed to attract new incumbents. The induction process includes information on lived experience of current members to show inclusive provision available.
<p>2.4. Investment Plan Update</p> <p>SSS introduced paper 2.4 which lists the projects identified as investments to deliver the new YST strategy. The table included in the paper shows by project: the nature of the investment; alignment with the strategy; anticipated outcome; and profile of expenditure.</p> <p>The Board challenged was the slow progress. AO responded to this highlighting two reasons for this: i) due to resource constraints from a high turnover of staff (which has now been resolved); ii) the time taken to scope and gear up for the planned activity (which was more than anticipated).</p> <p>The Board approved the recommendations in the Investment Plan Update.</p>
<p>3. FOR DISCUSSION</p>
<p>3.1. Investment of Reserves – Risk Appetite</p> <p>This paper covers the investment of YST reserves with Sarasin & Partners to provide returns in excess of those offered by bank deposit accounts. KM of Sarasin & Partners made a presentation of investment risks and strategies to be adopted for various investment periods. To aid the decision whether funds could be invested for a long period, the Trustees requested a long-term cash flow projection.</p> <p>ACTIONS:</p> <p>Present a long-term cash flow forecast based on anticipated activity (ACTION: SSS/JG)</p> <p>Clarify how investments in property are treated in relation to financial reporting (ACTION: SSS)</p> <p>Explore other ways that charities are maximizing unrestricted reserves (ACTION: AO)</p>
<p>4. INFORMATION</p>
<p>4.1. School Networks Update</p> <p>KB provided an update on membership and how the offering has been redesigned to reflect the changes recently announced by the government:</p> <ul style="list-style-type: none"> • Primary schools (focused on accountability of the PE & Sport Premium), • Secondary schools (around 2 hours of PE on the curriculum and equal access to school sport for boys and girls) and • clusters of schools (focus on school sport partnerships and MAT's). <p>In the longer term, plans are being designed to better meet the needs of those schools with long term YST relationships, as well as those not currently working with the charity.</p>

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<p>AM-L queried if the reporting tool for the Primary PE & Sport Premium will be updated. KB responded that there is no change for now, but an updated version will follow shortly that will give a direction on premium spend. The DfE are committed to provide an online tool by 2025.</p> <p>BD asked if MATs are also classed as clusters, to which KB confirmed they are.</p> <p>JC encouraged KB to consider the price point for membership for new schools and established schools.</p> <p>ACTIONS:</p> <p>Report back on membership price points (ACTION: KB)</p>
<p>4.2. Partnership Update</p>
<p>A presentation covering the due diligence exercise the charity has done on the Ambassadors of one of the charity's new corporate partnerships.</p> <p>JR confirmed this exercise revealed there is minimal risk in working with their Ambassadors during NSSW.</p> <p>ACTIONS:</p> <p>Maintain vigilance on all aspects of reputational risk (ACTION: JR)</p>
<p>4.3. Management Accounts – 2022-23 to period 11 2023</p>
<p>The Board noted the information contained in the paper and no questions were raised.</p>
<p>4.4. Diversity and Inclusion Action Plan (DIAP)</p>
<p>The paper provided an update on the progress of the DIAP. VC confirmed good progress is being made and she is in regular contact with the YST team.</p> <p>SSS confirmed the positive feedback we have received from the Sport England Assessor following the triage process however, two points were highlighted: i) the opportunity to raise the scale of our ambition; and ii) to better communicate the good work being done in relation to EDI.</p> <p>The paper was approved.</p> <p>ACTIONS:</p> <p>Circulate re-drafted vision statement (ACTION: SSS)</p> <p>Consider how best to profile our diversity and inclusion work in corporate communications (ACTION: NB)</p>
<p>4.5. Welfare & Safety</p>
<p>The paper highlighted the work YST is doing with the Ann Craft Trust to gain accreditation for adult safeguarding. The paper also covered the good progress being made on developing a bespoke and tailored YST e-learning package, with a beta version to be ready to be used for the Youth Summit in the Summer.</p> <p>The paper was approved.</p>
<p>4.6. Regulatory and Governance</p>
<p>The Board noted the information contained in the paper and no questions were raised.</p>

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5. AOB

AO informed the Board of the two upcoming YST events. The School Games Summit in Coventry (13 June) and Youth Summit in Loughborough from 14-16 July. She invited Trustees to attend either or both.

Date of next meeting & AGM – 6 July 2023 12.00-15.00, ISH Venues, London