

Charity number: 1086915
Company number: 4180163

Meeting of the Board of Directors

Thursday 28 November 2024 08.30 – 15.45

In person at SportPark, Loughborough

Attendees:

Neil Davidson [ND] - Chair
Billy Downie [BD] – Senior Independent Director
Shweta Sharma [SS]
John Gilligan [JG]
Fatou Jeng [FJ]
Claire Boakes [CB]
Dr Paula Franklin [PF]
Abhishna Yogarajan [AY]

In attendance:

Ali Oliver [AO] – Chief Executive Officer
Ian Briggs [IB] – Chief Operating Officer [joined virtually]
Surinder Sihra [SSS] – Dir Finance & Governance
Nicola Boon [NB] – Chief Brand Officer
Kay Batkin [KB] – Network Director
Emily Reynolds – National Programmes Director
Peter Ellis [PE] – Company Secretary
Lois Challand (LC) – Executive Assistant
Justin Gould [JG] – Chief Revenue Officer [observer]

Sarah Loader – Campbell Tickell [joined virtually]
Francesca Stanyer – Campbell Tickell [joined virtually]

Apologies:

Joanna Coates [JC]
Dame Katherine Grainger [KG]
Valerie Copenhagen [VC]
Shaunagh Brown [SB] – Observer
Abi-Misselbrook-Lovejoy [AML]
Lisa McHendry [LMCH] - YST Coach

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1. GENERAL 09.00 – 09.30																							
1.1. Chair's welcome																							
<p>The Chair welcomed the Trustees and thanked them for attending. He mentioned the purpose of the annual retreat and his overall reflections in 2024. The Chair thanked those Trustees who had attended the prior evening's Board dinner and for the inspirational speakers and remarkable stories that were shared.</p> <p>The Chair then reflected on activity since the last Board meeting, the current political and media environment and activity, from the Young Changemaker Awards to Sir Mo delivering our YST letter to No. 10. He then set out his personal ambitions for the day.</p>																							
1.2. Apologies for absence																							
<p>Apologies were received from Dame Katherine Grainger, Joanna Coates, Valerie Copenhagen, Abi Misselbrook-Lovejoy, observer Shaunagh Brown and Lisa McHendry.</p> <p>The Chair informed Board that Jo had decided to step down as a Trustee for personal reasons and will do so at the February board meeting.</p>																							
1.3. Minutes of the last meeting																							
<p>The minutes of the last Board meeting were accepted as a true and accurate record.</p> <p>They were approved by the Chair.</p>																							
1.4. Matters arising																							
<p>The Chair passed onto AO who updated the Trustees on the matters arising from the previous Board meeting held on 26 Sept 2024: -</p> <table border="1"> <thead> <tr> <th>Agenda Item</th><th>Action</th><th>Responsible/Lead</th></tr> </thead> <tbody> <tr> <td>1.6 CEO Update</td><td>AO to share VT from Catherine McKinnell (DFE School Standards Minister)</td><td>AO – complete</td></tr> <tr> <td>2.3 Investment Plan Update</td><td>LC to circulate presentation</td><td>LC - complete</td></tr> <tr> <td>2.5.3 Youth Board</td><td>NB to invite Otto to support plans for World Children's Day</td><td>NB - complete</td></tr> <tr> <td></td><td>NB to invite members of the Youth Board to support the Young Changemaker Awards</td><td>NB - complete</td></tr> <tr> <td></td><td>AO & LC to include Otto and Sara in the presentations at the Board Dinner</td><td>AO & LC - complete</td></tr> <tr> <td>3.1 Board Pack</td><td>IB to take away feedback from the Board discussion to bring forward a new proposed plan for a refreshed and simplified/higher level Board pack.</td><td>IB – We will be piloting a new approach for the board pack in Feb. CB & SS have volunteered to review the</td></tr> </tbody> </table>			Agenda Item	Action	Responsible/Lead	1.6 CEO Update	AO to share VT from Catherine McKinnell (DFE School Standards Minister)	AO – complete	2.3 Investment Plan Update	LC to circulate presentation	LC - complete	2.5.3 Youth Board	NB to invite Otto to support plans for World Children's Day	NB - complete		NB to invite members of the Youth Board to support the Young Changemaker Awards	NB - complete		AO & LC to include Otto and Sara in the presentations at the Board Dinner	AO & LC - complete	3.1 Board Pack	IB to take away feedback from the Board discussion to bring forward a new proposed plan for a refreshed and simplified/higher level Board pack.	IB – We will be piloting a new approach for the board pack in Feb. CB & SS have volunteered to review the
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		proposals in advance
3.2 YST Training & Resources Hub	SLT to take feedback on Board in developing the vision for the Training & Resources Hub – including the future role and name of YSTe.	SLT – actions in train, so there is no further update at this time
1.5. Declarations of interest		
<p>The Chair invited Trustees to raise any new conflicts of interest or any specific conflicts with regard to the agenda.</p> <p>There were none.</p>		
1.6. CEO Update & Executive Dashboard		
<p>ND invited AO to provide her update.</p> <p>AO provided an update on the work of the Charity since the last Board meeting. The discussion centred around the charity's external influence, such as political engagement, Sir Mo Farah hand-delivering a YST letter to the Prime Minister at No. 10, the Curriculum and Assessment review call for evidence, the SGO review, and recently contracted DfE PE and school sport research. AO reminded Trustees of the very vulnerable position around school sport funding with nothing guaranteed beyond the end of the Spring Term.</p> <p>AO went on to provide an overview of the Charity's new prospects, strategy highlights, and gave a forward look for the CEO.</p> <p>The CEO and Exec pack provided further background to this discussion.</p>		
2. FOR APPROVAL 09.30 – 11.15		
2.1. Management Accounts – 2024/25 Forecast		
<p>SSS presented an update to Board on the 2024/25 Forecast.</p> <p>The paper included in the pack contained the full financial position, but the key points to note were;</p> <ul style="list-style-type: none"> • The current forecast is showing a full year forecast that is £146k better than budget and £105k better than the previous forecast. • Based on the current forecast outturn, total unrestricted and designated reserves at 31 March 2024 are forecast to be in line with budget. • Income secured to date is at 93% [previously 86%] of forecast income and including income that is deemed as confident to be received, this is 96% [previously 93%]. • Income is forecast at £12.7m. 		
2.2. Budget 2025/26 - First cut		

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<p>SSS presented the first cut of the 2025/26 budget.</p> <p>The paper included in the pack contained the first cut of the budget, but the key points noted were;</p> <ul style="list-style-type: none"> • The first pass budget shows a total budget deficit. • As compared with the latest forecast, the budgeted operational deficit is £289k worse due to lower than forecast income and a small increase in the pay budget. • As at the end of October, total confirmed and confident income is £8.3m which equates to 79% of budgeted income.
2.3 Committee Reports
2.3.1 NGR Committee
<p>The Chair highlighted the key business from the NGR Committee meeting that was held the day before the Board, 27 November.</p> <ul style="list-style-type: none"> • Progress against the 2024 Governance Action Plan. • Staff remuneration allowance for the 2025/26 budget. • External Board Evaluation Findings. • Trustee recruitment – there are 3 Trustees vacancies to fill in 2025. The Committee have reviewed the skills matrix and provided input to the person specification. The roles will be advertised in Jan 2025, with interviews proposed for March. • Remuneration Policy – approval of this was deferred due to further detail being requested on the impact of salary sacrifice on the National Minimum and National Living Wage. • Environmental & Sustainability Policy – was reviewed, discussed and approved. • Annual Stainability Statement – was also reviewed and approved.
2.5.2 Audit & Risk Committee [including Risk Register]
<p>The Chair invited JG to provide an update on the Audit & Risk Committee meeting that was held yesterday, 27 November.</p> <p>Given the items on the agenda on the 2024/25 forecast and 2025/26 draft budget alongside the risk register, there was nothing further to add other than The Bribery and Corruption paper which was approved.</p>
2.3.3. Youth Board
<p>AY was provided an update on the Youth Board.</p>
2.4. Horizon Scan
<p>IB provided an update on horizon scan, which was approved by the Board.</p>
2.5. Stakeholder Engagement Plan
<p>NB provided an update on the stakeholder engagement maps, which were approved by the Board.</p>

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BREAK 11.00 – 11.15
3. FOR DISCUSSION [PART 1] 11:30– 13.00
3.1. Close out Strategy Phase 1 2022/25 [including Outcomes Report]
<p>ER, KB & AV provided an update on the close out of the Phase 1 Strategy for 2022-25. They provided a review of the key moves and outlined the ongoing work to the end of this first strategy period to the end of the summer.</p>
3.2. Strategy Phase 2 2025-28 [including draft tactics and success measures]
<p>AO was invited to provide an update on the Strategy for Phase 2 2025-28.</p> <p>The update included how the executive team had approached the development of its Phase 2 key moves and goals.</p>
LUNCH 13.00 – 14.00
4. FOR DISCUSSION [PART 2] 14.00 – 14.30
4.1. Trustee expert slot
<p>This slot was introduced to the Board following the last Board Evaluation. Twice a year one Trustee will be invited to offer some 'big picture' insights to Trustees on their 'expert area'. This is part of the Trustee Training & Development Plan.</p> <p>The Chair then invited PF to provide the first of these updates.</p>
5. FOR DISCUSSION [PART 3] 14.30 – 15.15
5.1. Board Evaluation Findings
<p>Prior to dismissing the executive team for the closed session on the Board Evaluation Findings, the Chair invited questions and comments on each of the 'For Information' papers included in section 6 of the agenda.</p> <p>The executive team left the meeting, and the Board were joined virtually by Sarah Loader and Francesca Stanyer from Campbell Tickell who presented the key findings from their External Board Evaluation. BD facilitated a discussion with Campbell Tickell colleagues on the Board Evaluation Report.</p>
6. FOR INFORMATION 15.00 – 15.30
6.1. Management Accounts 2024-25 to Period 6
<p>The purpose of the paper was to provide an update our accounts for 2024/26 to period 6.</p> <p>This report was for information only with Trustees being asked to note the content.</p>
6.2 Regulatory and Governance
<p>The purpose of the paper was to provide an update on any governance and regulatory changes and any associated work.</p>

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This report was for information only with Trustees being asked to note the content.

6.3 Welfare & Safety

The purpose of this paper was to provide Trustees with an update to ensure transparency and accountability regarding Welfare and Safety [including Safeguarding] at the charity, aligned with our commitment to constant review and challenge.

There are no live safeguarding issues.

Trustees were asked to note the content of the paper and recognise the ongoing progress in refining and further strengthening its approach to Welfare and Safety.

Trustees welcomed and acknowledged the content of this paper.

7 AOB

To include future agenda items.

Date of next meeting – 17 February 2025 at ISH Venues, London