



**MINUTES**  
**of the**  
**Meeting of the Board of Directors**  
**Thursday 7 July 2022 – 12.30pm**  
**One Park Crescent, London, W1B 1SH**

<b>Present:</b>	Neil Davidson (Chair) Billy Downie (BD) Dr Paula Franklin (PF) Valerie Copenhagen (VC) Melanie Honnor (MH) Lipa Nessa (LN) Joanna Coates (JC) Shweta Sharma (SS) Sajid Gulzar (SG)
<b>In attendance:</b>	Ali Oliver (AO) Surinder Sihra (SSS) – YST Exec Team Will Roberts (WR) YST Exec Team Lisa McHendry (LMcH) YST Exec Team Emily Reynolds (ER) YST Exec Team Peter Ellis (PE) Co Secretary Julie Turner (BSL Interpreter) Abi Misselbrook-Lovejoy (AM-L) – Observer
<b>Apologies:</b>	Dame Katherine Grainger (KG) Belinda Richards (BR) Claire Boakes (CB) Kay Batkin (KB) YST Exec Team

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**1. GENERAL**

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**1.1 Chair's welcome**

The Chair welcomed the newly appointed Trustees, Sajid Gulzar and Shweta Sharma together with Abi Misselbrook-Lovejoy as an Observer.

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**1.2 Apologies for absence**

Apologies were received from Trustees Katherine Grainger, Claire Boakes (COVID) and Belinda Richards and Kay Batkin of the Executive Team.

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**1.3. Minutes of the last meeting**

The draft minutes of the previous meeting were accepted as a true and accurate record of the previous meeting.

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**1.4. Matters arising**

All matters arising at the last meeting had been completed apart from publishing the minutes on the YST

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website.

### 1.5. Declarations of interest

No declarations of interest were reported.

### 1.6. CEO Update and Executive Dashboard

AO supported by the executive team updated Trustees on key highlights from the CEO Report;

- NSSW - overall, 2022 was a more successful year than 2021 for the campaign in reaching our target audiences
- LMCh provided an update on funding opportunities.
- The Trustees were updated on the internal climate and that a full staff day was held to engage staff on the new strategy.
- WR updated the Trustees on the success of the Internal Leadership Programme.
- AO provided an update on the PE and Sport Premium.
- ER provided an update on letter received from Mermaids regarding Transgender.

**ACTION** – November Board retreat agenda to include a discussion item on Transgender.

## 2. FOR APPROVAL

**2.1. Management Accounts 2021/22 to Period 12** – SSS provided an update of the full year results for the financial year 2021/22.

The Board noted the contents of the paper and provided their approval.

**2.2. Management Accounts 2022/23 - Period 2** – SSS updated the Trustees on the latest financial position relating to the Period 2 management accounts for the financial year 2022/23.

The Board noted the contents of the paper and provided their approval.

### 2.3. Risk Register

SSS provided an update on the position of current risks relating to:

1. Delivering the new strategy.
2. Resourcing of the Communications and marketing team.
3. Government funding of the SGO network and School Sport Activity Action plan.
4. Safeguarding.
5. SE revised the Sports Code of Governance in December 2021. Compliance of the code is mandatory to receive funding from SE. Although YST is on target to meet the requirements of the new code a risk exists until all requirements have been completed.
6. Financial risk regarding securing funding for the current financial year.

The Board noted the contents of the paper and provided their approval.

### 2.4. Committee Papers

#### 2.4.1. NGR Committee

ND (Chair of NGR) updated the board of the meeting that took place on 21 June 2022. Key points were:

- Update on DIAP
- Update on progress of the Board Improvement Action Plan

- Consideration of staff remuneration in light of cost of living
- Feedback on the Chair's one to one discussions with individual Trustee's

**ACTION:** SSS to build into full year forecast the agreed decision on staff remuneration.

#### 2.4.2. Audit & Risk Committee

JC updated the Board on the recent Audit and Risk Committee meeting in BR's absence:

- Buzzacott (YST's new auditors) report on the audit work

Trustees were invited to express an interest in the Audit and Risk Committee role and following a discussion with Shweta Sharma (SS) she agreed to be appointed as a member of the Audit and Risk Committee.

The Trustees approved the appointment of SS as a Committee Member of the Audit and Risk Committee.

#### 2.4.3. Fund Development Committee

JC updated the Board on the Fund Development Committee's business:

- This included a potential new sponsorship opportunity.

**ACTION:** JC & JR to provide a further update on the opportunity

#### 2.4.4. Youth Board

LN updated the Board on Youth Board activities:

- Proposed round table with the Children's Commissioner
- Development of Youth Board Members skills.

### 3. FOR DISCUSSION

#### 3.1. Draft Business Plan Model

AO and SSS presented progress on the creation of an investment plan based on the use of an agreed sum of the charity's unrestricted reserves (previously approved by the Board) and aligned to the 6 tactics of the first phase of the new strategy.

AO indicated that a further iteration of the investment plan will come to the November Board meeting with full sign off at the Board Retreat in November with a first cut of the 23/24 budget

**ACTION:** Draft Investment Plan Model presentation to be circulated following the meeting (EF)

**ACTION:** Trustees asked the Executive team to re-visit the investment plan and be tighter and more specific on the most game-changing investments (AO)

**ACTION:** Further iteration of the investment plan to be presented at the November Board meeting (AO)

#### 3.2. Year 1 Strategy Headlines

Due to time constraints AO advised that a written strategy progress report would be circulated to the Board following this meeting.

**ACTION:** Written strategy progress report to be circulated to the Board following this meeting (ACTION: AO/WR)

#### 3.3. Stress Test

Due to the time constraints on the agenda for discussion, the stress test agenda item was passed over noting it had been discussed at the Audit and Risk Committee meeting with approval.

**ACTION:** Stress Test slides to be forwarded following the meeting (WR)

**3.4. Diversity and Inclusion Action Plan (DIAP)**

VC took the Board through the draft DIAP that had been produced by the YST Equality, Diversity & Inclusion Management Group in consultation with other YST staff. The Board had an open discussion around 3 key questions:

1. How we capture how people feel about Diversity and Inclusion?
2. How we measure and track progress
3. How s the YST compares with other organisations in the sector? Are we delivering the standards expected of us?

Responses to the above questions were provided at the meeting and it was agreed that the final draft of the DIAP will be presented to the Board at the next board meeting.

AL-M offered to share some wording and any specific suggestions in wording of the DIAP.

**4. INFORMATION**

**4.1. Reserves policy**

The information in the paper was noted and no questions were raised.

**4.2. Membership and Networks Update**

The information in the paper was noted and no questions were raised.

**4.3. Equality & Diversity**

The information in the paper was noted and no questions were raised.

**4.4. Regulatory and Compliance**

The information in the paper was noted and no questions were raised.

**4.5. Safeguarding**

The information in the paper was noted and no questions were raised.

**5. AOB**

**Future agenda items**

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Date of next meeting – 20<sup>th</sup> September 2022 – 12noon to 3pm – Virtual

Chair: .....

Date: .....