

Charity number: 1086915
Company number: 4180163

MINUTES of the
Youth Sport Trust Board of Directors
Meeting of the Board of Directors
Tuesday 7 February 2023 12.00-15.00
ISH Venues, 1 Park Crescent, Regent's Park, London W1B 1SH

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) - virtual
- Sajid Gulzar (SG)
- Claire Boakes (CB)
- Peter Ellis (PE) – Company Secretary

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

Observers: Tomos Morris, Sport Wales – observer

Apologies:

- Valerie Copenhagen (VC)
- Joanna Coates (JC)
- Abi Misselbrook-Lovejoy (AM-L) – Observer
- Shaunagh Brown (SB) – Observer

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1. GENERAL
1.1. Chair's welcome
<p>The Chair welcomed all Trustees and thanked them for their time in attending the Board meeting.</p> <p>Tomos Morris of Sport Wales joined the meeting virtually, to observe the meeting as part of the governance audit of YST that they are conducting.</p>
1.2. Apologies for absence
<p>Apologies were received from Valerie Copenhagen, Joanna Coates, Abi Misselbrook-Lovejoy and Shaunagh Brown.</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>
1.4. Matters arising
<p>AO updated the Trustees on the matters arising from the previous Board meeting with respect to:</p> <ol style="list-style-type: none"> 1. The strategy dashboard. 2. Progress on the investment plans. 3. A new action plan to address the areas identified by the Employee Engagement Survey. 4. Sarasin & Partners LLP report was shared in advance of this meeting. 5. An update was provided on YST's further engagement with Women In Sport on Gender Identity. 6. The approval of the action plan in relation to the annual Board Evaluation.
1.5. Declarations of interest
<p>There were no new declarations of interest.</p>
1.6. CEO Update & Executive Dashboard
<p>AO provided key highlights from the CEO Report:</p> <ul style="list-style-type: none"> • The ongoing crisis of children's wellbeing - statistics from NHS data showed a 39% increase in referral rates for children with mental health illnesses and also some media reports on covering issues from childhood obesity to malnutrition, and lack of school readiness and widening gaps in education achievement. • A House of Commons debate (Jan 23) on School and Community Sport (hosted by the Minister for Sport and closed by the Minister of Education) on opportunities for children to be more active. • Next steps to be taken on our influencing campaign to secure continued investment into the School Games and the Primary PE and Sport Premium. • Employee Engagement - Best Companies national listings which were recently announced show that YST improved its ranking across mid-sized organisations and has remained in the top 10 charities for the last two years - 5th best national charity this year (6th last year). We were 19th nationally for best mid-sized company (34th last year). • Partnership with Wimbledon ("Set for Success" intervention) is moving to its next phase. • JR provided an update on key partnerships: <ul style="list-style-type: none"> ○ A 3 year partnership with a major retailer to support the NSSW. ○ A status update on the renewable energy partner. • AO provided a summary of key developments around our key strategic partnerships including. <ul style="list-style-type: none"> ○ The Summer Reading Challenge.

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<ul style="list-style-type: none"> ○ New CEO at Sport Scotland and Sport Wales also in the process of appointing a new CEO. • The Board was informed of the Executive Team’s decision to go ahead with the conference despite regional school strikes being held on the 1st and 2nd March 2023. • The YSTe board meeting. <p>ACTIONS: School sport funding campaign to be shared with Trustees (Board approval noted) (ACTION: NB)</p> <p>Provide a detailed overview of the partnership with the retailer at the next Board meeting (ACTION: JR)</p> <p>Provide an history of the relationship with the renewable energy partner (ACTION: JR)</p>
<p>2. FOR APPROVAL</p>
<p>2.1. Full Year Forecast 2022/23</p> <p>SSS provided an update on the latest full year forecast. There has been an improvement in the forecast deficit from the forecast that was presented at the November 2022 Board meeting.</p> <p>The Board approved the forecast.</p>
<p>2.2. 2023/24 budget</p> <p>SSS presented the annual budget for the financial year 2023/24 where the key variances between the budget for 2023/24 and forecast 2022/23 were explained.</p> <p>The Board approved the budget for 2023/24.</p> <p>ACTIONS: Provide a description of the Membership offer so Trustees are aware of the benefits. (ACTION: KB)</p>
<p>2.3. Risk Register</p> <p>WR explained the progress made in re-orienting the former Strategic Risk Register to two reports: 1) A Strategy Risk Register focused on the risks to meeting the three strategy objectives to 2035; and 2) Retaining key top-line risks from the former Strategic Risk Register in the revised Organisational Risk Register e.g. safeguarding, the financial climate etc.</p> <p>This was approved by the Audit & Risk Committee during their meeting earlier in the day.</p> <p>ACTIONS: Progress work with the Executive Team on Strategy Risk mitigation, liaising with JG (ACTION: WR)</p>
<p>2.4. Committee Reports</p>
<p>2.4.1. NGR Committee</p> <p>ND gave an overview of the main items discussed at the recent NGR Committee:</p> <ul style="list-style-type: none"> - Benchmarking of pay and benefits. - Tightening of holiday policy (by reducing the number of carry over days) to encourage employees to take holiday to support wellbeing. <p>The Board approved the Committee’s recommendations.</p>

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<ul style="list-style-type: none"> - The Employee Engagement Action Plan, the Governance Action Plan, the People Plan and updated Safeguarding policies had been reviewed and these were recommended to the Board for approval. The Committee's recommendations were approved. <p>ACTIONS: Implement the approved changes to pay and benefits and actions plans as highlighted above (ACTION: HS)</p>
<p>2.4.2. Audit & Risk Committee</p> <p>JG provided a summary report to the Trustees as follows:</p> <ul style="list-style-type: none"> - The Risk Register was discussed and was covered earlier in the meeting. - Reserves policy - Maximising of reserves <p>ACTIONS: Discuss the Sarasin & Partners LLP report at the April Board meeting (ACTION: SSS)</p>
<p>2.4.3. Fund Development Committee</p> <p>In MH's absence, ND invited JR to provide the report from the Fund Development Committee.</p> <p>It was agreed that Fund Development Committee be disbanded as suitable staff was now in place within YST.</p> <p>ACTIONS: Disband the Fund Development Committee (ACTION: JR)</p>
<p>2.4.4. Youth Board</p> <p>LN provided an update to the Board on the Youth Board activities including:</p> <ul style="list-style-type: none"> • The inaugural Youth Board Retreat • Using their Diamond 9 model, LN updated the main Board of the Youth Board's priorities. <p>The Youth Board requested that their retreat should be an annual event, ideally aligned with the main Board retreat.</p> <p>The Board unanimously agreed to this.</p> <p>ACTIONS: Plan parallel Youth and main Board meetings for the November retreat with the opportunity to come together for specific agenda items. (ACTION: ER & LS)</p>
<p>3. FOR DISCUSSION</p>
<p>3.1. Evolution of the Youth Board</p> <p>Katie Allen, Kieran Spencer and Abhishna Yogarajan from the Youth Board, joined LN, in explaining who the Youth Board are, and how the board is recruited and supported. Each of the Youth Board members outlined their journey which led them to being on the Youth Board and they reflected on how being on the board helped their personal and professional development.</p> <p>ACTIONS: Update the main Board on progress in recruiting a new Youth Board Chair (ACTION: ER)</p>

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Youth Board to come back to the main Board meeting in 6 months' time (ACTION: AO)
3.2. Board Retreat follow-up
3.2.1. Investment Plan Progress
<p>ND reminded the Trustees of the 2 discussion items from the November Board Retreat agenda:</p> <ul style="list-style-type: none"> - The Investment Plan - Three priority areas for development: political influence, school networks, cost of living <p>Investment Plan for strategy. Further work has been done on the plan where progress has been made against each of the investment priorities with both development of the implementation plan and a phased budget now in place.</p> <p>ACTIONS: Share Investment Plan budget profile with the Board (ACTION: AO) and provide a further update on the Investment Plan at the April Board meeting (ACTION: AO)</p>
- 3.2.2. Update on 3 discussion themes
<p>Political Influencing. AO confirmed that plans are being developed to underpin our political influence.</p> <p>School Networks. KB explained that a plan is in place to organise and drive the development of our school network.</p> <p>Cost of Living. NB has developed a set of initiatives to support schools in relation to the cost of living crisis.</p> <p>ACTIONS: A more detailed update on the School Networks plan to be shared at a future Board meeting (ACTION: KB)</p>
4. INFORMATION
4.1. Management Accounts – 2022/23 to Period 9
The Trustees noted the information contained in the paper and no questions were raised.
4.2. Diversity and Inclusion Action Plan (DIAP)
The Trustees noted the information contained in the paper and no questions were raised.
4.3. Safeguarding
There are no safeguarding issues.
4.4. Equality & Diversity
As this was covered in 4.2, no further questions were raised.
4.5. Regulatory and Compliance
The Trustees noted the information contained in the paper and no questions were raised.
5. AOB

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Date of next meeting – Wednesday 26 April 2023 12.00-15.00 (virtual)

Summary of Actions

Agenda Item	Action	Responsible/Lead
1.6. CEO Update & Executive Dashboard	School sport funding campaign to be shared with Trustees (Board approval noted)	NB
	Provide a detailed overview of the retailer partnership at the next Board meeting	JR
	A short explanation of the history of the renewable energy partner relationship to be provided to Trustees	JR
2.2. 2023/24 budget	Provide a description of the Membership offer so Trustees are aware of the benefits	KB
2.3. Risk Register	Progress work with the Executive Team on Strategy Risk mitigation, liaising with JG	WR
2.4.1. NGR Committee	Implement the approved changes to pay and benefits	HS
	Implement the Employee Engagement Action Plan, the Governance Action Plan, and the People Plan	HS
2.4.2. Audit & Risk Committee	Discuss the Sarasin & Partners LLP report at the April Board meeting	SSS
2.4.3. Fund Development Committee	Disband the Fund Development Committee thanking those individuals who have given time to the charity over the past two years	JR
2.4.4. Youth Board	In November plan parallel Youth and main Board meetings with the opportunity to come together for specific agenda items.	ER & LS
3.1. Evolution of the Youth Board	Update the main Board on progress in recruiting a new Youth Board Chair	ER
	Youth Board to come back to the main Board meeting in 6 months' time	AO
3.2.1. Investment Plan Progress	Share Investment Plan budget profile with the Board	AO
	Provide a further update on the Investment Plan at the April Board meeting	AO
3.2.2. Update on School Networks	A more detailed update on the School Networks plan to be shared at a future Board meeting	KB

Chair:

Date: