

Charity number: 1086915
Company number: 4180163

Minutes of the
Meeting of the YST Board of Directors
Thursday 6 July 2023 – 12.30-15.00
ISH Venues, One Park Crescent, Regent's Park, London, W1B 1SH

Attendees

Neil Davidson (ND) – Chair
Billy Downie (BD) – Senior Independent Director
Dr Paula Franklin (PF)
Dame Katherine Grainger (KG)
John Gilligan (JG)
Shweta Sharma (SS)
Abi Misselbrook-Lovejoy (AM-L)
Valerie Copenhagen (VC)
Abhishna Yogarajan (AY)
Shaunagh Brown (SB) – Observer

In attendance:

Ali Oliver (AO) – Chief Executive Officer
Surinder Sihra (SSS) – Dir Finance & Governance
Will Roberts (WR) – Chief Operating Officer
Kay Batkin (KB) – Dir School Networks
Emily Reynolds (ER) – Dir National Programmes
Jen Rouse (JR) – Dir Commercial & Fundraising
Nicola Boon (NB) – Chief Brand Officer
Steve Clapperton (SC) – Head of Policy & Public Affairs – Observer
Peter Ellis (PE) – Company Secretary (virtual - part)
Sajid Gulzar (SG)
Lipa Nessa (LN)
Melanie Honnor (MH)

Laura Gilby (LG) - BSL Interpreter
Julie Turner (JT) - BSL Interpreter

Apologies:

Joanna Coates (JC)
Claire Boakes (CB)
Fatou Jeng (FJ)
Lisa McHendry (LMcH) - Coach

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1. GENERAL
1.1. Chair's welcome
The Chair welcomed the Trustees and thanked them for making time for the meeting.
1.2. Apologies for absence
CB, JC, FJ and LMch sent their apologies. PE left the meeting part way through.
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 supported by the Senior Leadership Team updated the Board on 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 her report highlighting the following areas:</p> <ul style="list-style-type: none"> - The latest update from DCMS on the content and timeline of the update of Sporting Future (the government's sport strategy) and from DFE on the refresh of the School Sport & Activity Action Plan. - The staging of the School Games Summit including an address from the Minister for Sport - A progress update on plans for the School Games National Finals in 2024 - The execution of the 2023 National School Sport Week campaign which engaged Parliamentarians from across all parties and included visits to schools by the Secretary of State for Education and the Schools Minister. - A recent opportunity which has arisen for the YST to present one of the Special Advisors in No.10 on where the government could make a swift and significant impact on young people. <p>AO also covered four areas of internal business:</p> <ol style="list-style-type: none"> i. The establishment of a set of success measures for the three strategic objectives (urgent action; generational shift; societal change) and goals for each of the strategy tactics for the first phase of the strategy implementation (2022 – 2025). ii. Changes in the number of heads required to resource the Investment Plan and additional capacity required the Set for Success programme. iii. Steps being taken to build capacity and succession planning within the middle leadership of the charity. iv. Simplification of the work of the charity with a focus on building sport in schools and building schools through sport. <p>ACTIONS:</p> <p>Review progress against the goals for the first phase of the strategy to 2025 at the Board Retreat (ACTION: AO)</p>

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2. FOR APPROVAL
2.1. Risk Register
<p>WR talked through the Risk Register paper and explained that the heatmaps are now embedded in line with the action from the previous meeting.</p> <p>The strategy risks have been further updated to reflect the current issues and challenges faced with regards to each of the three risks identified for each of the three objectives.</p> <p>Trustees asked a number of questions about the content of the Risk Register before approving it.</p>
2.2. Committee Reports
2.2.1. NGR Committee
<p>ND, as Chair of the NGR Committee, highlighted the key decisions/recommendations from the recent NGR committee meeting:</p> <ul style="list-style-type: none"> • 121 meetings between the chair and trustees were positive, with some excellent conversations taking place. Two actions emerged: <ul style="list-style-type: none"> ○ Trustees felt there was too much information in the Board pack and this needs further refinement. This will be reviewed at the November Board retreat. ○ It was suggested that Youth Board members should observe committee meetings to support their personal development. • Confirmation that all actions relating to the Governance Action Plan are complete except for the testing of the new Business Continuity Plan. • Changes to the Charities Act 2022 that came into effect on 14th June 2023 do not have an impact on the charity or our Trustees due to the nature of the changes. • The Data Protection Policy Update was tabled, and this was approved by the Trustees. <p>ACTIONS:</p> <p>Evaluate the Board pack contents and discuss at the Board Retreat (ACTION: AO/LS)</p> <p>Consider how the Youth Board can get more involved in committee meetings (ACTION: ND/JG/AY)</p>
2.2.2. Audit & Risk Committee
<p>JG provided an update to the Board on the recent Audit and Risk Committee meeting. Specific themes included:</p> <ul style="list-style-type: none"> • A small improvement in the deficit for the full year has been forecast. • Ongoing discussion within the committee regarding penetration testing of the charity's IT systems to support cyber security actions. <p>ACTIONS:</p> <p>Investigate if we need the services of external experts in relation to penetration testing of the charity's IT systems (ACTION: WR/JG)</p>
2.2.3. Youth Board
<p>LN updated the Board on the Youth Board activities:</p> <ul style="list-style-type: none"> • LN confirmed that this is her last meeting as Youth Board Chair, introducing AY as her replacement. • the benefit of Youth Board members being involved with the National School Sport Week

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(NSSW).

- The Youth Board will be hosting a YST social media takeover during the Summer.
- Recent changes in the Youth Board have resulted in number of vacancies for new members to be appointed.

ND took this opportunity to express sincere and heartfelt thanks to LN for all she has contributed to the work of the Youth Sport Trust and in particular to our governance through her Youth Board.

ND also welcome AY and indicated how much he and the Trustees are looking forward to working with her.

ACTIONS:

Trustees to raise awareness of the advert on the YST website with any young people who may be interested in joining the YST Youth Board (**ACTION: Trustees**)

2.3. Investment Plan Update

SSS reminded Trustees that in April 2022 the Board had signed off an Investment Plan of £1.34m to support the new strategy and this covered 6 main areas. As at May 2023, £55k has been spent and plans are in place to focus on the 6 areas as described below.

1. **Story Telling** (led by NB) – an event will be held in December/January, where Changemaker Awards will be given to young people with stories in front of invited celebrities.
2. **Campaigning voice** (led by NB) – forthcoming events include the Summer Reading Challenge, Youth Board takeover and a piece of commissioned work on brand profile, awareness and understanding. There is also research being undertaken to optimise the user experience on our website, and early preparation for NSSW 2024.
3. **Youth-led multi-sport clubs** (led by ER) – forthcoming activities include a 30-school pilot for September 2023 and a national camp to train leaders and school lead staff for April 2024.
4. **Local income and impact** (led by KB) - a new wireframe for Beacon Schools has been developed which will give visibility and capacity in each growth area.
5. **Corporate strength & sustainability** (led by WR) – update included the progress being made with The Sustainability Group in understanding the changes needed for environmental sustainability and the introduction of a new finance IT system.
6. **Understanding our audience** (led by AV) is currently on hold until we identify the audience we want to target.

Trustees welcomed this update. BD requested the Executive Team verbally highlight any significant developments, successes or failures in future board meetings.

ACTIONS:

Keep Trustees informed about anything significant in relation to the Investment Plan (**ACTION: SSS**)

3. FOR DISCUSSION

3.1. Investment of Reserves – follow-on from last meeting

At the previous meeting, Sarasin and Partners had made a presentation in helping Trustees to decide whether they wanted to investment the charity’s free reserves in long term funds to help maximise returns. As YST is in the process of developing a new business plan to underpin the 2022–2035 strategy, which may require further funding, it was recommended by the Audit & Risk

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Committee that the charity invest free reserves in deposit accounts rather than long term funds. This was decided with the backdrop of increasing interest rates on deposit accounts.

SSS also updated the Board on the implications of investing reserves into commercial property to receive a rent from tenants and for private use. A property bought for renting to tenants is considered as reserves for the purposes of charity accounting.

Business plan update - AO explained that the Executive Team would like to take an iterative approach to the development of this plan over the coming three meetings leading to a detailed proposal including income generating activities which can then be discussed in detail at the November Board retreat.

The Trustees approved this approach.

The Trustees discussed the challenges of creating a long-term business plan for a charity like the YST whose operating model, and income streams, are affected significantly by changes in policy and public funding. The Board reflected on changes in the charity's overall income over the last six years, and the merits of focusing on the overall levels of income vs the maintenance of a minimum reserve.

The Executive Team were asked to continue work on the business plan with an absolute focus on the number of children and young people we want to reach in each of the years of the strategy.

ACTIONS:

Bring a first draft of the income aspirations for the next four years to the September Board meeting (**ACTION: AO & SSS**)

3.2. Political Influencing Plan

SC presented the political influencing slides, which are attached to the appendix of the minutes.

He outlined that our policy development work over the coming 6 months will cover three areas:

- **Review** of historical proposals
- **Refresh** of open policy making, with the goal to develop policies in a more effective way, taking core evidence, collaboration, expertise and testing
- **Relaunch** of the YST Manifesto in early 2024.

ACTIONS:

SC to consider whether the constituency dashboard can be shared with schools (**ACTION: SC**)

3.3. Stakeholder Engagement Plan

This agenda item was moved to September due to the lack of time in this meeting. However, Trustees were reassured that the NGR Committee is comfortable that our existing Stakeholder Plan meets the requirements of the Code of Sports Governance.

4. INFORMATION

4.1. National School Sports Week (NSSW)

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

4.2. Management Accounts – 2022-23 to period 12

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

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4.3. Management Accounts – 2023-24 to period 2
The Trustees noted the information contained in the paper and no questions were raised.
4.4. Equality, Diversity and Inclusion
The Trustees noted the information contained in the paper and no questions were raised.
4.5. Welfare & Safety
The Trustees noted the information contained in the paper and no questions were raised.
4.6. Regulatory and Governance
The Trustees noted the information contained in the paper and no questions were raised.
5. AOB
<p>AO explained that YST have been approached by a play-based organisation looking for help and support to continue to grow in the future through a possible partnership with YST.</p> <p>AO provided background information on this organisation, its governance, financial status and operating model.</p> <p>She explained WR and SSS have subsequently completed phase one of a feasibility study based on the information available. However, she reported to the Board it is not possible to bring a considered and detailed proposal forward at this time.</p> <p>Numerous questions and observations were made by Trustees which helped form a further steer for the executive team to pursue the opportunity. ND encouraged the Trustees to evaluate the opportunity at this stage on the basis of the YST’s strategy.</p> <p>ND thanked Trustees for their contribution and asked the executive team to act on the Board’s steer to bring a clearer set of recommendations to the next Board meeting if further investigation warrants this.</p> <p>ACTIONS:</p> <p>Investigate this opportunity further and report back at the September meeting (ACTION: AO/WR/SSS)</p>

Date of next meeting – 28 September 2023 12.00-15.00 - virtual