

Charity number: 1086915
Company number: 4180163

Minutes
of the
Meeting of the YST Board of Directors
Wednesday 29 November 2023 08.30-15.45
SportPark. Pitch and Pool, Ground Floor, LE11 3QF

Attendees

Neil Davidson (ND) – Chair
Dr. Paula Franklin (PF)
Dame Katherine Grainger (KG)
John Gilligan (JG)
Joanna Coates (JC)
Shweta Sharma (SS) - virtual
Claire Boakes (CB)
Abi Misselbrook-Lovejoy (AM-L)
Abhishna Yogarajan (AY)
Fatou Jeng (FG)
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 - tentative
Emily Reynolds (ER) – Dir National Programmes
Lisa McHendry (LMcH) - Coach
Jen Rouse (JR) – Dir Commercial & Fundraising
Nicola Boon (NB) – Chief Brand Officer
Amanda Vernalls (AV) – Head of Research & Insight
Peter Ellis (PE) – Company Secretary

Apologies:

Billy Downie (BD) – Senior Independent Director
Valerie Copenhagen (VC)

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1. GENERAL
1.1. Chair's welcome
The Chair held a closed session with Trustees to reflect collectively on the information circulated by the Chief Executive this week regarding the Business Plan. This session helped to inform discussion with the Executive later in the meeting.
1.2. Apologies for absence
BD and VC sent their apologies.
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 other new declarations of interest.
1.6. CEO Update & Executive Dashboard
<p>AO updated Trustees on the main points contained in her report and invited comments or questions.</p> <p>1. Manifesto Launch. 17 January 2024</p> <ul style="list-style-type: none"> Both the Manifesto launch and Changemaker awards will be held on 17 January 2024, in London to attract a high attendance with funders and Trustees. Sir Mo Farah's agent has confirmed that he is happy to become the YST National School Sport Champion and figurehead for our political lobbying work. He will support the launch of the manifesto and associated broadcast media opportunities. He will also attend the Changemaker Awards. In March, the YST is a profiled charity in the Sport Gives Back Awards, which will be streamed on ITV. Fatima Whitbread will be presenting the YST award featuring in a VT shot at one of our schools where the practitioner we have nominated works. <p>AM-L asked if within the manifesto it would be possible to extend the ask for training on wellbeing to all National Professional Qualifications (NPQ's), not just those for Headship.</p> <p>ACTION: AO to extend the reference to training and wellbeing to all National Professional Qualifications (NPQ's), not just those for Headship (ACTION: AO)</p> <p>2. Girls Active Research</p> <p>The Girls Active annual survey (which is one of the biggest surveys of youth voice) harvests the perceptions of 25,000 young people of PE and school sport. Given its size and reach the charity is considering evolving this in future to be positioned as annual survey of young people's attitudes and perceptions of PE and sport.</p>

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3. Lego Update

Heads of Terms for a 2-year partnership with Lego have been agreed which includes sponsorship of the Changemaker Awards and conference.

4. National Physical Activity Taskforce

AO provided a further update on the Government's Sport Strategy and the National Physical Activity Taskforce. The YST is represented at these meetings through the National Sectors Partner Group on a rotational basis. December's meeting will focus on children and young people and AO will attend on behalf of the NSPG given this theme. The YST has also influenced DCMS to include young people's voice in the meeting. The Minister of Sport and Ugo Monye will host a roundtable with young leaders convened by the YST on 7 December.

AO also reminded Trustees that we have a Youth Board Roundtable at the Children's Commissioner's Office on 8 February.

2. FOR APPROVAL

2.1. 2023-24 Forecast

SSS provided an update on the full year forecast which is better than budget and this means the forecast unrestricted and designated reserves will also be better than budget.

Income secured to date is at 83% (previously 67%) of forecast income and including income that is deemed as confident to be received, this is 93% (no change from previous month).

The Trustees approved the forecast.

2.2. First cut of 2024-25 Budget

SSS presented the first cut of the 2024-25 budget where major variances between the budget and 2023-24 forecast were explained. At this stage, the budget does not include a cost-of-living increase as the budget is showing a bottom-line deficit (while the Board have previously agreed the charity will aspire to keep salaries in touch with cost-of-living increases, this is only possible when the charity can afford it and the team is delivering against budget). The final budget will be presented at the February 2024 meeting.

ACTION: The contribution to a cost-of-living increase will be re-considered by the NGR Committee ahead of the February Board (**ACTION: AO**)

2.3. Committee Reports

2.3.1. NGR Committee

ND highlighted the key information from the NGR Committee:

- The Charity Commission now require organisations to have a Social Media Policy – the YST already has a policy, but this has been adjusted in line with their guidance
- Our Governance Action Plan is now fully compliant (with Sport England Code of Governance) following the additional information being submitted on the work we do to cascade good governance
- The Board Evaluation is now complete
- It is now a requirement for Trustees to complete some training in relation to our YST bespoke Safeguarding e-learning
- The Committee approved minor changes to the levels of delegated authority on

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<p>expenditure and partnership agreements</p> <p>ACTION: AO to send the link to Trustees for the new Safeguarding e-learning (ACTION: AO)</p>
<p>2.3.2. Audit & Risk Committee (including Risk Register)</p> <p>JG shared the topline of discussions at the Audit and Risk Committee the previous day:</p> <ul style="list-style-type: none"> • JG attended a “Case Conference” meeting looking at project risks, he reflected positively on a robust and transparent process. • The Committee approved the updated Strategy Risk Register, and Organisational Risk Register. • The Committee approved minor changes to the Business Continuity Plan, adjusting the review and testing cycle. • A further paper on Cyber Security had been presented to the Committee with a proposal to undertake a series of actions regarding our ability to respond to a malicious attack on our systems.
<p>2.3.3. Youth Board</p> <p>AY reflected on the Youth Board Retreat the previous day. She reported the Youth Board would like to host a forum and podcast to engage and disseminate work they are leading on behalf of the charity.</p> <p>AY also shared the following questions which were discussed with the Board:</p> <ul style="list-style-type: none"> • How can the main Board and Youth Board collaborate in the most effective way? • What do you see as the benefits of having close links with the Youth Board? • What more could the Youth Board do in support of the Charity’s inclusion agenda? <p>Trustees gave their feedback on the questions raised, and AY thanked the Board and Executive team for their responses.</p>
<p>2.4. Horizon Scan</p> <p>WR referenced the latest Horizon Scan framework in the Board Pack and highlighted two significant changes: (1) technological capability and use of technology in our marketplace; (2) the general election.</p> <p>The Trustees reflected on the updated Horizon Scan and were comfortable with the Executive Team’s assessment and endorsed the action taken.</p>
<p>3. FOR DISCUSSION (PART 1)</p>
<p>3.1. Strategy Update</p> <p>ND requested this item be provided via a recorded webinar, which Trustees may view in their own time.</p> <p>ACTION: Record a webinar to show progress against the goals for the first phase of the strategy to 2025 (ACTION: WR)</p> <p>ACTION: Trustees to raise any questions directly with WR and AO (ACTION: AO/WR)</p>
<p>4. FOR DISCUSSION (PART 2)</p>

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4.1. Business Plan 2024-28

AO presented a 'Transformation Plan', alongside the associated Business Plan and implications for further investment of reserves.

The Trustees had a thorough discussion on the principles and business case for the activities included in this plan, the outcome of which was:

1. The ongoing desire for increased commercial activity in support of more sustainable income streams
2. The opportunity for subsidised activity for those who need it most.
3. The importance of retaining the YST's influencing voice and its credibility and positioning in the education, sport and health landscape.
4. The need for clarity in the marketplace, the importance of understanding need and demand from schools and how best to leverage the YST's historic IP and influence.
5. There is a need for the charity to have a clear vision of what the charity will deliver in the future and the resulting human resource requirements.

ND recommended a small Board sub-group be established to work with Ali on re-casting the financial model for the charity (broadly based on the principles of the transformation plan shared today) and to revisit the assumptions of the business plan prior to the next Board meeting. He requested volunteers to be part of this working group – JC, CB, SS and JG all offered to contribute to this process.

ACTION: Establish a small Board sub-group (**ACTION: ND**)

ACTION: ND, JC, JG, CB, SS and AO to have an initial meeting before Christmas with further work ahead of the next Board meeting on 13th February (**ACTION: AO**)

ACTION: the 2024/25 budget (year 1 of the new Business Plan) to be presented for approval at the February Board meeting (**ACTION: SSS**)

5. FOR DISCUSSION (PART 3)

5.1. Board Evaluation Findings

ND referenced that this had been discussed in 2.2.1 and 2.3.1.

ACTION: the first draft of a Board Improvement Action Plan will be shared with the NGR committee in February (**ACTION: AO/JM**)

6. FOR INFORMATION

6.1. Management Accounts 2023-24 to Period 6

This item has now been moved from section 1 (for approval) to section 6 (for information)

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

6.2. Regulatory and Governance

ND explained that The Chartered Governance Institute has launched an accreditation scheme and training to raise the standard of Board performance reviews. We will consider this in the appointment of our independent reviewers in 2024 through the NGR Committee

ND shared that 12 internal policies have been reviewed since the last Board meeting.

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

6.3. Equality, Diversity and Inclusion

SSS confirmed to Trustees that the YST Diversity & Inclusion Action Plan is now live on our public website, however, we are still awaiting approval from Sport England with an anticipated sign off on 18 December 2023.

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

6.4. Welfare & Safety

WR confirmed there are no live investigations and no concerns have emerged through our delivery since the last Board meeting.

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

7. AOB

There were no items.

OUR NEXT MEETING IS ON TUESDAY 13 FEBRUARY 2024 AT ISH VENUES, LONDON.