



Charity number: 1086915
Company number: 4180163

MINUTES
of the
Meeting of the YST Board of Directors
Thursday 28 September 2023 12.00-15.00
Virtual by Zoom

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)
Claire Boakes (CB)
Jo Coates (JC)
Abi Misselbrook-Lovejoy (AM-L)
Abhishna Yogarajan (AY)
Fatou Jeng (FJ)
Shaunagh Brown (SB) – Observer (part until 14.15)

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
Lisa McHendry (LMCH) - Coach
Jen Rouse (JR) – Dir Commercial & Fundraising
Nicola Boon (NB) – Chief Brand Officer
Peter Ellis (PE) – Company Secretary

Apologies: Valerie Copenhagen (VC)



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1. GENERAL
1.1. Chair's welcome
The Chair welcomed the Trustees and thanked them for making the time to attend the virtual meeting.
1.2. Apologies for absence
<p>VC sent her apologies.</p> <p>It was noted that VC will not be able to attend all Board meetings due to the expectations and commitments of her probationary period as an Early Career Teacher. VC expects to be able to resume regular attendance after a year. ND highlighted to the Board partial attendance is permitted under the YST's Articles of Association and the Board Terms of Reference. Arrangements will be made to ensure VC is able to contribute thoughts on the content of the Board pack and Board decisions in advance of all meetings – VC will also continue to fulfil her responsibilities as our Diversity & Inclusion Champion.</p> <p>The Trustees approved the change in arrangements for VC.</p>
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
<p>AO supported by the Executive Team updated the Board on matters arising from the previous Board meeting. Apart from the actions listed below, all other matters have been closed or are included within the agenda for this meeting.</p> <p>ACTIONS:</p> <p>Include a review of the Board Pack format and identify further improvements at the Board Retreat (carried forward to the November Board) (ACTION: AO)</p> <p>Report progress against the goals for the first phase of the strategy to 2025 at the Board Retreat. (carried forward to the November Board)</p> <p>(ACTION: AO)</p> <p>Discuss how the Youth Board can get more involved in the Board Committees. (to be considered further when AY has established herself as the new Chair of the Youth Board).</p> <p>(ACTION: ND/AY)</p>
1.5. Declarations of interest
<p>JC disclosed that she is about to start work as the Interim CEO at British Universities & College Sport (BUCS).</p> <p>AO confirmed there should be no conflict of interest given the current (non-contractual) relationship with BUCS.</p>
1.6. CEO Update & Executive Dashboard
<p>AO supported by SLT provided a summary of her report highlighting the following areas: -</p> <p>1. Government Policy/Strategy – Updated School Sport & Activity Action Plan (SSAAP) & refresh of the Government's Sport Strategy: Get Active</p>



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AO reflected positively on the YST role in convening the School Sport & Activity Sector Partnership (SSASP) and the role the partnership has played in influencing the refreshed School Sport & Activity Action Plan— she highlighted a few of the changes:

- Two years of confirmed funding for the Primary PE & Sport Premium and the School Games.
- Improvements in the accountability and scrutiny of spend against the Primary PE & Sport Premium.
- Government priority for 2 hours a week of Physical Education in every school and equal access to sport within and outside the curriculum for girls (and boys).
- Creation of a National Physical Activity Task Force bringing together policy makers from across government. YST are not represented but will benefit from a 'rotating seat' offered to the National Sector Partners Group. AO has written to the DCMS Secretary of State to express our disappointment about the lack of youth representation on the Task Force.
- The establishment of a new national target of 1 million more children to achieve the Chief Medical Officer's target of 60 active minutes a day by 2030.
- A formal review of the School Games Organiser network - AO and ER have been invited to sit on the group which will define the scope of the review (other members include Sport England, DHSC and DCMS).
- The development of a National Campaign to raise awareness of the importance and value of physical activity, PE and Sport in young people's health, happiness, and success.
- The potential for the SGO review to result in a new 'Sport Participation Partnership Scheme'.

AO invited KG to provide her insight into the National Physical Activity Task Force as she has a seat on this group as the Chair of UK Sport.

KG explained that she had attended the inaugural Task Force meeting the previous day alongside 32 other attendees. She reported the bringing together of health, education, sport and transport is a positive step, and there was a lot of goodwill in the room. There was acknowledgment that the nation's physical activity levels are at crisis point, for all ages, but especially for children. The Task Force stressed the importance of action and progress in the short-term, and not just positive conversations and intent.

2. Youth Summit

AO explained this was the first residential camp the YST has hosted since the pandemic (aside from SGNF 2022) which brought together young leaders from within and beyond the sport sector, including representatives from uniform youth groups, housing associations and the wider youth sector.

At this point AO reminded the Trustees that the YST has passed its re-assessment against the NSPCC, Child Protection in Sport Unit Advanced Standard for Safeguarding Children which is particularly important for events like this.

3. Political Engagement

AO explained she is working with the YST Head of Policy & Public Affairs, Steve Clapperton, to create a "Sport in School Manifesto for Action". The manifesto asks are at 3 levels:

- Government policy making which puts the wellbeing of children and young people at its heart.
- Broadening the school curriculum and balancing school accountability measures.
- A national strategy for sport including a national plan for school sport.



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Next steps are to create a series of ‘think papers’ which detail ‘how’ our asks can be delivered in a cost neutral way where possible, and with strong local and national accountability.

AO also notified Trustees of the approach made to Sir Mo Farah’s agent for him to become our National School Sport Champion.

She also shared with Trustees that between her and Steve the charity will be represented at all the Party Conferences this year.

Trustees asked a number of questions and offered thoughts and suggestions in support of each of the updates provided by AO and thanked her and the Executive team for their work on the report and dashboards.

2. FOR APPROVAL

2.1. Risk Register

WR provided an overview of the updates to the risk register and associated mitigating actions.

He explained there has been a change in the residual risk for strategic objective (SC2) “Societal Change” following the government’s intention to implement of a youth facing campaign on physical activity as stated in the new government Sport Strategy. He reminded Trustees this is one of the key moves in the new strategy so while we would be delighted to see the government back a campaign, it would require us to change our 2035 success measure.

WR talked through the Organisational Risk Register. He explained while the paper flags a range of updates to the risks, there are no significant changes in risk or new risks arising.

ND asked the Board if they were happy to approve the Risk Register(s). This was approved.

2.2. Committee Reports

2.2.1. NGR Committee

ND, as Chair of the NGR Committee, highlighted the key approvals/decisions/recommendations from the NGR committee meeting earlier in the day:

- Updates to the Governance Action Plan (Code of Sports Governance) were approved.
- 2023 Annual Board Evaluation Survey. The decision of the committee is to stick with the questions asked last year to allow continued benchmarking of our progress/performance. ND flagged to Trustees the questionnaire will be circulated after the Board meeting and should be completed and returned by the end of October.
- The committee’s recommendation, following a robust discussion, is that the Board approve a 5% cost of living contribution to be paid to staff from 1st October. This is included in the budget and the timing is in line with our usual annual consideration of staff remuneration.

The Chair invited questions from Trustees – there were none.

ACTIONS:

Send Trustees the 2023 Annual Board Evaluation questionnaire, for completion by the end of October (**ACTION: JM**)

2.2.2. Audit & Risk Committee

ND invited JG to update the Board on the approvals/decisions/recommendations from the recent Audit and Risk Committee meeting:

- Confirmation YST is on track with income secured.

Commented [AO1]: Where is the finance section again ? Mgmt Accounts and Forecast ?



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- Reassurance the growing income pipeline should, over time, lessen our long-term reliance on major funders and the organisational risks associated with this.
- A lengthy discussion on our Cyber Security provisions, which will be kept under review, reinforcing the update under Matters Arising from the last meeting.
- A new Finance System is to be implemented between now and the end of the 2023/24 financial year (end March 2024). This will provide better management information and increase the efficiency and effectiveness of staff across the charity.

The Chair invited questions from Trustees – there were none.

2.2.3. Youth Board

ND introduced this item by reflecting on AY's brilliant appearance in the Youth Board Social Media Take-Over, and the work of the Youth Board in support of the Youth Summit over the Summer.

ND invited AY to update the Board on the Youth Board activities – she highlighted:

- Recruitment of new Youth Board members – there have been 30 applications, of which 20 were shortlisted.
- New Youth Board members have now been appointed and unsuccessful candidates have been signposted to other opportunities and personal development.
- The first meeting of the new Youth Board is scheduled for next Tuesday, and Trustees will have the opportunity to meet many of the Youth Board at the November Board Retreat.

ND thanked AY and the HR team for their work on the recruitment of new Youth Board members and expressed his excitement about meeting the new members in due course.

The Chair invited questions from Trustees – there were none.

2.3. Investment Plan Update

ND invited SSS to present an update on the progress on the Investment Plan.

SSS referred to the paper in the Board pack, stressing that our Investment Plan focusses on 6 key themes.

SSS passed on to Executive Team members to go through their themes.

- **Understanding Audience (NB):** Plans to invest in the next 12-18 months include identifying our most engaged audience, working with those schools which our messages most resonate with most, and those who we have not yet engaged to understand why, and restructuring our website.
- **Storytelling (NB):** Reimagining our Changemaker Awards and plans now in place to host a physical event in January showcasing the impact of our charity through the eyes and lives of young people. Funders and prospective funders will be invited to this event. In addition, we will be participating in the Sport Gives Back Awards in February 2024 and hope to secure Sir Mo Farah to present the YST award (helping secure profile and awareness of our charity and its work). The awards will be broadcast on ITV in March 2024 on a Sunday evening.
- **Campaigning voice (NB):** Our Campaign Manager joined in March to provide more support from a media outreach perspective. Initial deliverables include the Youth Social Media Takeover during the Summer, the Summer Reading Challenge and National School Sports Week.
- **Youth led model (ER):** The charity has now commissioned an agency (Podium) to support the brand and digital activation. 5 schools are involved in the co-design phase, with a total of 30



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schools bringing teachers and young people to the leadership residential in March/April 2024 – work at the camp and by the pilot young leaders will further inform the design and development of the Youth-led, multi-sport, after school club.

- **Step change in local income & impact (KB):** We have now decided to introduce 20 beacon Well Schools, one in each Growth Area, and we will work to identify the first 5 between now and Christmas. We have also appointed Sheffield University to help us evaluate the impact of our Well School work in growth areas over the next 3 years.
- **Corporate strength & sustainability (WR):** Sustainability work through the FuturePlus platform is ongoing. Upgrading the Finance system to improve reporting and efficiency.

SSS explained that designated investment funds will be retained, and any underspend rolled over to next year.

Trustees asked a number of questions to further understand the work, but overall were happy with the work being done and approved the progress of this work

2.4. Full Year Forecast

ND invited SSS to take the Trustees through the full year forecast in the Board paper. In summary:

- We are forecasting an improved position against budget.
- Our income has increased against forecast.

JC remarked that the Audit & Risk Committee was very positive that we're spreading our risk across a broader client base, becoming more agile like a commercial organisation.

ND asked the Board for approval from the Trustees of the forecast. This was approved.

COMFORT BREAK/LUNCH 13.30 – 13.45

3. FOR DISCUSSION

3.1. Stakeholder Engagement Plan

ND reminded Trustees this item was held over from the last meeting due to a lack of time. The aim of this item is to ensure Trustees are happy with how the Executive Team is managing stakeholders, and to provide input and recommendations on any further considerations.

ND invited WR and NB to take the Trustees through the work done to create a comprehensive Stakeholder Engagement Plan.

They outlined the following key points:

- YST now has a clearer approach to stakeholder engagement, including who we will focus on, when, and for what purpose. The approach we have adopted is to ensure compliance with the Code of Sports Governance.
- Maps and an engagement plan have been developed for four key stakeholder groups: leading the mission, resourcing the mission, delivering the mission, & beneficiaries of the mission.
- The aim is to improve and enhance the relationship dynamic to create and strengthen advocates/supporters/partners, identify gaps and the need for new relationships and de-prioritise those of limited or no value.
- The Stakeholder Engagement Plan informs several things included in the Business Plan e.g. Delivery Plan, Risk Register and Political Positioning, and will be updated on a 6 monthly basis.



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ND asked what visibility the Board will have of the stakeholder maps - AO explained that if there are any issues the Executive Team feel that the Trustees should see, they will be escalated. She asked Trustees if they want to see any of the stakeholder maps at any point.

PF replied that she was confident in the process and that it is refreshed as necessary. She would like to see any significant or surprising changes, or any interesting outcomes.

ACTIONS:

Upload stakeholder maps to the Trustee area of the intranet for information/reference (**ACTION: WR**)

Share any significant or surprising changes with Trustees, or any interesting outcomes (**ACTION: WR/NB**)

3.2. Business Plan Update

ND reminded Trustees the Executive Team agreed to build a 4-year business plan, in support of the new strategy which will help Trustees make informed decisions about the investment of unrestricted reserves.

ND invited AO and SSS to share progress since the last Board meeting

AO reminded Trustees of our traditional approach to financial planning and budget setting. The aim over the coming 4 years is to create a business plan which includes the growth of a stronger commercial income stream through the monetisation of the charity's IP.

AO then delivered a presentation covering four pieces of information:

- The income and bottom-line year on year since 2014/15.
- The profile of confirmed/known income over the coming 4 years to highlight the period of funding for our biggest contracts/funders.
- The shift in % spend against each of the objectives over the period of the strategy.
- A 5% growth scenario showing the impact on income targets year on year.

ND invited questions/comments from Trustees.

The subsequent discussion, covering reach, impact, income and growth scenarios provided the Executive Team with a useful steer for the final phase of development.

ACTIONS:

November Board Presentation to include headline income and expenditure for the years 2024 – 2028 (including more than one scenario), drawing out fundraising plans and expected demands on reserves, and a summary of the intended reach and impact.

(ACTION: SSS & AO)

4. INFORMATION

4.1. Potential new partners – Assessment of Opportunity

ND invited AO to present her assessment of the partnership opportunity raised under AoB at the last Board meeting.

AO summarised the key information contained within the paper, including further insight on the business and mission opportunity of this partnership alongside a risk assessment.

Several questions and observations were raised by Trustees regarding funding, capacity and brand.



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<p>ND concluded the discussion, suggesting the Executive Team work with him and JG to explore in more detail. He suggested a further item on this at the Board Retreat agenda if we have additional information by then.</p> <p>ACTIONS:</p> <p>Conduct an exercise on acquisition and mergers (ACTION: AO/ND/JG)</p> <p>Conduct a review of brand value and alignment (ACTION: NB)</p> <p>Come back with a sustainable funding model (ACTION: AO/WR/SSS)</p>
<p>4.2 Fundraising – Trustee Networks</p>
<p>The Trustees noted the information contained in the paper and no questions were raised.</p>
<p>4.3 Management Accounts – 2023-24 to period 5</p>
<p>The Trustees noted the information contained in the paper and no questions were raised.</p>
<p>4.4 Equality, Diversity, and Inclusion</p>
<p>ND introduced SSS to say a few words on behalf of VC.</p> <p>SSS read VC's report summarised below:</p> <p>EDI Champion report - September Meeting key points:</p> <ul style="list-style-type: none"> • VC met members of the internal EDI staff group face to face in July. • DIAP work is on track and progressing well. • Sport England's independent consultant has now reviewed the DIAP and provided some feedback. <p><u>Questions for the board to consider:</u></p> <p>The EDI Board Champion supports the ongoing work led by the Head of Diversity & Inclusion and other colleagues. Are members of the Board happy for this role to make appropriate recommendations when needed on areas of work and then provide updates to the Board?</p> <p>ND proposed this to Trustees. This was agreed.</p> <p>The Trustees noted the information contained in the paper and no questions were raised.</p>
<p>4.5 Welfare & Safety</p>
<p>The Trustees noted the information contained in the paper and no questions were raised.</p>
<p>4.6 Regulatory and Governance</p>
<p>The Trustees noted the information contained in the paper and no questions were raised.</p>
<p>5 AOB</p>
<p>ND invited Trustees to raise any items of other business.</p> <p>AM-L would like to give a Safeguarding and Welfare Update at the Board Retreat in November.</p> <p>ACTIONS:</p> <p>Provide a Safeguarding and Welfare Update at the November Board Retreat (ACTION: WR)</p>



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ND closed the meeting with a final word on a piece he had seen in The Times today - Mick Jagger claimed that his children do not need any more money, and when the Rolling Stones sell their back catalogue, they will be giving the money to charity. ND recommended that JR look into this.

ACTION:

JR to explore any charitable giving associated with the sale of the Rolling Stones back catalogue.

(ACTION: JR)

Date of next meeting – 28 November (dinner in Loughborough) and 29 November 2023 (Board meeting)