

Charity number: 1086915
Company number: 4180163

Meeting of the Board of Directors
Wednesday 01 May 2024 12.00-15.00
Via Zoom

Attendees:

Neil Davidson [ND] - Chair
Billy Downie [BD] – Senior Independent Director
Claire Boakes [CB] [part]
Dame Katherine Grainger [KG]
Shweta Sharma [SS]
John Gilligan [JG]
Fatou Jeng [FJ]
Abi Misselbrook-Lovejoy [AM-L]

In attendance:

Ali Oliver [AO] – Chief Executive Officer
Will Roberts [WR] – Chief Operating Officer
Surinder Sihra [SSS] – Dir Finance & Governance
Emily Reynolds [ER] – Dir National Programmes
Nicola Boon [NB] – Chief Brand Officer
Kay Batkin [KB] – Network Director
Lisa McHendry [LMCH] - Coach
Peter Ellis [PE] – Company Secretary

Apologies:

Abhishna Yogarajan [AY]
Shaunagh Brown [SB]
Valerie Copenhagen [VC]
Dr Paula Franklin [PF]
Joanna Coates [JC]

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1. GENERAL 12.00-12.30		
1.1. Chair's welcome		
<p>The Chair welcomed the Trustees and thanked them for attending.</p> <p>As per the recommendation from Sports Wales and agreed by our Governance team, The Chair asked attendees if they had any AOB items they wanted to share, to be noted prior to the meeting commencement.</p> <p>The Chair provided an overview of the meeting, highlighting the key items for approval and discussion.</p> <p>It was noted that this was WR's last meeting.</p>		
1.2. Apologies for absence		
<p>Apologies were received from Valerie Copenhagen [VC], Abhishna Yogarajan [AY], Shaunagh Brown [SB], Dr Paula Franklin [PF] and Joanna Coates [JC]. Claire Boakes [CB] left the meeting at 1:30pm.</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> <p>They were approved by the Chair.</p>		
1.4. Matters arising		
<p>The Chair passed onto AO who updated the Trustees on the matters arising from the previous Board meeting held on 13 Feb 2024: -</p>		
Agenda Item	Action	Responsible/Lead
1.6. CEO Update & Executive Dashboard	VC asked for further information on the YST response to both Mental Health and Absence issues. AO to ask ER and KB to forward relevant links and information.	Complete
	AO & NB to reflect on JC feedback and consider how to present our reach publicly, in the most appealing way while also meeting our charity obligations.	Complete
	Consider talent retention and succession planning for key roles, as required.	AO/HS - Ongoing
2.5.3. Youth Board	LS to work with JM and SSS to ensure briefing meetings are set for the Youth Board members ahead of the next committee meetings, and they are included on the distribution list for meetings and committee packs.	Complete

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	To reflect with the Youth Board if they identify any gaps in the market for the YST.	AY - Ongoing
	Explore EDI opportunities by seeing what other Youth Boards are experiencing.	AY – Ongoing
4.2. School Games National Finals	WR to prepare an update paper covering these aspects of the event for the April [1 May] and July Board meetings.	WR – Presented on 1 May - complete
4.3. Equality, Diversity and Inclusion	NB to prepare a report/deck and share with the Chair and VC as the Board EDI Champion prior to publication.	NB – Complete, further comments welcome

1.5. Declarations of interest

BD wanted to advise the Board that his daughter will be competing in the National Finals.

There were no other new declarations of interest.

1.6. CEO Update & Executive Dashboard

ND invited AO to provide her update.

AO gave a brief Summary of events to Trustees and went on to provide an update on the work of the charity.

AO reported the fact the Charity has been extremely busy since the last meeting. She provided a summary of her report highlighting sign off of the YST Diversity and Inclusion Action Plan, fundraising activity including receipt of a further payment from Ortus, the extension of the DFE Inclusion 2024 project and fundraising by London Marathon runners, and early partnership conversations with the London Marathon Group

ND suggest the exec team bring forward a paper on LME/LMG outlining their governance, turnover, strategy and current charitable support.

AO then shared the implications of potential **changes to our Sport England Delivery budget from 2025**. She reminded Trustees the implications of this are not reflected in the 2024/25 Budget Stress Test [which was considered by the Audit & Risk committee and reported on later in the agenda], due to the impact being felt in 2025/26 and beyond, AO flagged the risks to both the reach and impact of our programmes underpinned by this funding, and the £500k contribution it makes to our staffing and associated overheads. She concluded this point by indicating she will be bringing some scenarios to the July Board Meeting outlining the potential risks and opportunities.

ACTION: AO to bring forward a paper examining the scenarios arising from any changes to SE delivery funding

ACTION: AO to provide a for information paper to the July meeting on LME/LMG.

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<p>2. FOR APPROVAL 12.30-13.15</p>
<p>2.1. Year End Forecast 2023/24</p>
<p>The current forecast deficit [including Investment expenditure] is forecast to be better than budget and is also better than the previous forecast. Income forecast at £10,135k is also expected to be better than budget but lower than the previous forecast. SSS highlighted the key variances between the forecast and budget and the Board approved the forecast.</p> <p>Based on the current forecast out-turn, total unrestricted and designated reserves as of 31st March 2024 are forecast at £5,898k. This is significantly above the minimum reserves policy of £3.0m.</p>
<p>2.2. 2024/25 Budget Update</p>
<p>SSS provided an update to the Board on the 2024/25 budget income that was approved at the February 2024 meeting. Confirmed income is now at 72% of total budgeted income [up from 67% at the last meeting] and confident income stands at 13% [previously 14%]. This is encouraging at this point in the year, however, £1.9m is still to secure – much of which is from unrestricted sources and therefore makes a high core contribution to our operating costs [e.g. Corporate Partnerships £175k and YSTe commercial sales at £292k].</p> <p>The Board approved the budget updated as stated.</p>
<p>2.3. Investment Plan Update</p>
<p>SSS provided an update to the Board on the investment plan for approval by members.</p> <ul style="list-style-type: none"> - At the end of the financial year 2021/22, the Executive Team [with the approval of the Board] set aside £1,340k designated funds to act as an ‘investment plan’ for the new strategy. <p>With £298k committed to 31st March 2024, combined with the first-year expenditure, a total of 25% of the designated funds has been utilised.</p>
<p>2.4. Risk Register</p>
<p>The Chair asked WR to take the Board through the Risk Register for approval by members.</p> <ul style="list-style-type: none"> - It was noted that the general election (and the potential change in government), Sport England delivery funding from 2025 and renegotiation of the FA contract this year are the most significant risks to the charity. - It was recognised that this Board pack includes a further paper specifically on the risks relating to the School Games National Finals 2024, and the agenda of the Audit and Risk Committee featured a paper and discussion on the 24/25 budget stress test. - WR drew Trustees attention to how strategic and organisational risks have changed, and which are currently of the most serious concern, whilst also highlighting any emerging risks which link into the Stress Test paper. <p>There were no questions from Trustees, and they approved this paper.</p>

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2.5. Committee Reports
2.5.1. NGR Committee
<p>The Chair highlighted the key information from the NGR Committee earlier in the day, including the proposed approach to the 2024 External Board Evaluation. The Trustees supported the recommendation we appoint an appropriate reviewer and explore the potential to identify specific areas for a deeper dive beyond the requirements of the Code of Sports Governance.</p>
2.5.2. Audit & Risk Committee
<p>The Chair invited JG to update on the Audit & Risk Committee meeting that morning.</p> <p>JG confirmed that all the items had already been covered earlier in the meeting notable the year end position, 2024/25 budget and associated stress test.</p> <p>There were no further questions.</p>
2.5.3. Youth Board
<p>In Abhishna's absence, ER provided the Trustees with an update from the Youth Board. In particular, the Youth Board had identified a desire for more Youth Voice through YSTs social media engagement. The team are working with the Youth Board to understand and respond to this.</p> <p>In addition, the inclusion of Youth Board reps in the Audit & Risk Committee and Nominations, Governance and Remuneration Committee was noted as being very positive.</p> <p>No questions were raised for the attention of Abishna.</p>
COMFORT BREAK/LUNCH 13.15-13.30
3. FOR DISCUSSION 13.30-14.30
3.1. School Games National Finals - Risks
<p>WR provided an overview of his paper, the purpose of which was to update the Board of Trustees on progress towards the delivery of the the School Games National Finals 2024, highlight the associated risks and identify a clear plan for Trustee/Board involvement in an emergency response plan and crisis comms plan.</p> <p>WR also highlighted it is exciting and timely opportunity for the Youth Sport Trust to support our largest funder Sport England to show how it is addressing issues of systemic inequality in sport, specifically relating to who, how and what is experienced. He outlined the charity is leading the development and delivery of an event which draws significant stakeholder engagement, public profile, and is our biggest single budget for a project.</p> <p>The Trustees noted the risks identified in the paper and were happy with the mitigation currently being implemented and the proposal to establish this Board sub-group. KG and BD volunteered to be part of the sub-group alongside ND.</p>

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ACTION: WR & AO to approach JC to seek her availability to become the 4th member.

3.2. Business Model – Board working group update

NB & KB provided the Board with an update on the work being undertaken to understand the current provision of wellbeing accreditation / marks for schools, competition in the market, and both the overall demand for this, and key elements schools would be looking for.

ACTION: The Board asked NB and KB to consider whether they are closer than they think to a minimum viable product (mvp) and to reflect on whether the return on investment of more time, more insight and more consultation vs implementing an mvp and evolving it with insight and experience over time.

ACTION: A copy of the presentation be to shared with Trustees.

4. FOR INFORMATION 14.30-14.50

4.1. Management Accounts 2023-24 to Period 11

The purpose of the paper was to provide information on the consolidated Year to Date [YTD] results of the Group [YST and YSTe]. The Board were asked to note the results and seek clarification if needed.

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

4.2. Equality, Diversity and Inclusion [including DIAP]

The purpose of the paper was to provide an update on the approval of the DIAP by Sport England and provide and update on the actions being taken. Trustees were asked to note the contents of the paper.

4.3. Welfare and Safety

The purpose of this paper was to provide Trustees with an update to ensure transparency and accountability regarding Welfare and Safety [including Safeguarding] at the charity, aligned with our commitment to constant review and challenge.

Trustees welcomed and acknowledged the content of this paper.

4.4. Regulatory & Compliance

The purpose of the paper was to provide an update on any governance and regulatory changes, and our associated work.

This report was for information only with Trustees being asked to note the content.

4.5 Political Update

The purpose of the paper was to summarise key political, public affairs and policy activity and the recommendation was to continue building on engagement.

The paper summarised the Youth Sport Trust's political, public affairs and policy activity since the

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previous Board meeting in February. It aims to give an overview of activity led by the charity, where we have been able to work externally to amplify our voice and influence and explores where the two major political parties currently stand with regards to policy proposals ahead of the general election.

Trustees were asked to note the content of the paper.

4.6 Mo's Mission

The presentation included in the Board pack provides Trustees with an insight into Mo's Mission and how everyone can get involved.

Trustees were asked to note the content of the presentation and asked if they had any questions.

4.7 School Games Organiser Review

The purpose of the paper was to provide Trustees with an update on the School Games Organiser Review.

In August 2023, the Government released the DCMS Strategy 'Get Active: A strategy for the future of sport and physical activity'. Within the document there is an explicit reference to a review of the School Games Organiser Network.

Following this release, an Advisory board was formed including officials from DCMS, DHSC along with representatives from Sport England and Youth Sport Trust [Ali Oliver, Emily Reynolds]. The initial focus of the Advisory Board was to develop the brief and tender for the external evaluators which went live in December.

Trustees were asked to note the content of the paper to increase awareness of the potential implications of any recommendations.

5. AOB 14.50-15.00

It was agreed that the meeting on 26 September would now be held in person in London as it would also include the AGM. This will now be held in the Club Room at the usual ISH Venue.

Date of next meeting – Wednesday 17 July 2024 12.00-15.00 [ISH Venue, London]