

YOUTH SPORT TRUST

England & Wales · Charity number 1086915

Details

Status Registered

Legal form Charitable company

Company number [04180163](#)

Registered 2001-06-05

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: The Charity's objects ("Objects") for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally ("Young People") are:(1) To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.(2) To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.(3) To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration and co-operation amongst providers of sport, physical activity and physical education, and between sport, education and health providers.(4) To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.(5) To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).(6) To advance such other charitable purposes as the directors may from time to time think fit.Nothing in the articles shall authorise an application of the property of the charity for purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and/or section 2 of the Charities Act (Northern Ireland) 2008.

Activities: Improving the quality of PE & school sport
Developing incl. PE & school sport to engage the least active
Modernising competitive school sport to offer more young people the opp to compete
Enabling & empowering young people to lead & be role models
Maximising the experiences of elite athletes via mentor training & deployment
Supporting the use of PE to impact on academic progress & achievement

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Disability, Amateur Sport
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** THE UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND
- Ireland
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,222,438	£13,526,643	£7,843,603	112
2024-03-31	£10,091,135	£10,953,842	£9,147,808	112
2023-03-31	£10,330,412	£11,445,277	£10,010,515	103
2022-03-31	£11,985,063	£10,916,864	£11,125,380	97
2021-03-31	£9,510,315	£7,824,674	£10,057,181	105

Trustees

Name	Role	Appointed
Richard Colin Neil Davidson	Chair	2018-01-01
Ben Davies Levinson		2025-07-16
Claire Boakes		2022-07-07
Dr KATHERINE JANE GRAINGER		2018-02-01
Elyse Debra Jenkins		2025-07-16
Fatou Jeng		2023-07-06
John Francis Gilligan		2022-11-17
Sara Tahaani Yasin		2025-11-27
Shweta Sharma		2022-07-07
Simon Peter Ascroft		2025-07-16
Timothy Jason Andrew Hunt		2025-07-16
Valerie Elizabeth Marie Copenhagen-Crumlin		2018-09-13

YOUTH SPORT TRUST

England & Wales - Charity number 1086915

Accounts

Youth Sport Trust

Annual Report and Financial Statements

Year Ended 31 March 2025

Company Limited by Guarantee
Registration Number 4180163
(England and Wales)

Charity Registration Number 1086915

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REFERENCE AND ADMINISTRATIVE INFORMATION 31 March 2025

President	Sir John Beckwith CBE
Trustees	Richard Davidson (Chair) Simon Ascroft (joined 16 July 2025) Claire Boakes Joanna Coates (resigned 12 Feb 2025) Valerie Copenhagen William Downie (resigned 16 July 2025) Paula Franklin (resigned 16 July 2025) John Gilligan Katherine Grainger Tim Hunt (joined 16 July 2025) Fatou Jeng Elyse Jenkins (joined 16 July 2025) Ben Levinson (joined 16 July 2025) Abigail-Anne Misselbrook-Lovejoy (resigned 25 Feb 2025) Shweta Sharma Abhishna Yogarajan
Company Secretary	Peter Ellis
Chief Executive	Alison Oliver
Registered address	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
Company registration number	4180163
Charity registration number	1086915
Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL

REFERENCE AND ADMINISTRATIVE INFORMATION 31 March 2025

Bankers National Westminster Bank plc
Market Place
Loughborough
Leicestershire
LE11 3NZ

Santander
2 Triton Square
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London
NW1 3AN

Solicitors Winckworth Sherwood LLP
Arbor
255 Blackfriars Road
London
SE1 9AX

Hamblins LLP
1 Kingsway
London
WC2B 6AN

The trustees present their report together with the financial statements of the Group for the year ended 31 March 2025.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and the Companies Act 2006.

1.0 CHAIR'S INTRODUCTION

Welcome to the Youth Sport Trust's (YST) Annual Report for 2024/25. We are proud to be the UK's leading children's charity for improving young people's health and wellbeing through sport and play.

2024/25 marked the third and final year of the first phase of our 2022 - 2035 Inspiring Changemakers and Building Belonging strategy. This strategy set out to tackle what we call 'long lockdown', meaning the legacy of lockdown on children's physical, social, emotional and cognitive development, while also dedicating ourselves to helping young people balance the demands of the digital age through the human connection of play and sport.

The first three years of the strategy have seen us build the foundations of our starting locally and building momentum principle. This year we have deepened our engagement in 20 'Growth Areas' (identified based on both need and readiness), where we are intensifying our effort and investment by equipping more educators and empowering young people to harness the immense power of sport to build brighter futures, from health and happiness in life, to attendance and achievement in school. This has meant all our funded programmes are strategically targeted in these areas, from Set for Success (funded by the Wimbledon Foundation) to Girls Active (funded by Sport England). Our regional development team have been focussed on collaboration and the development of new strategic partnerships in these areas. The key Youth Sport Trust programmes we delivered in 2024/25 were:

- Healthy Movers (early years)
- Girls Active
- Boys Move
- Active in mind (mental health)
- Young Ambassadors (youth sport leadership)

This year we have worked with schools and influential voices in children's wellbeing to refresh our Well School framework. Well Schools were an important anchor in the first phase of our strategy and solid progress has been made - there are now 1,528 schools in this influential movement for change, and 85 Well School Trusts. Over the past 12 months we have designed and piloted a Well School 'well check' which will serve as a free, online self-review and action planning tool to help all schools review and enhance their culture, ethos and provision, and the charity has piloted a Well School Accreditation which will be available to the first cohort of schools from September 2025. In addition, we have launched the consultation process into reward and recognition which has been planned as a priority for development in the second phase of the strategy.

The School Games (developed on behalf of the Department for Digital, Culture, Media, and Sport (DCMS) and delivered with support from Sport England) continues to play an important role in the delivery of enrichment opportunities for hundreds of thousands of children and throughout 2024/25 we focussed the work of the School Games Organiser network even more intensely on those most underserved young people, tackling the inequalities faced by them. We continue to partner with The Football Association on the provision of equal access to football in schools by young women and girls and achieved the target for 2024/25 of 77% girls having access to the national game while at school (target: 75%). The charity also enabled 50 National Governing Bodies of sport to connect more effectively with schools increasing access to their programmes and club networks.

National School Sports Week, powered by Sports Direct was a huge success in 2024 reaching record numbers of children. Through alignment with Sports Direct's Monster Kick-About the campaign engaged 789,660 children.

Engagement with the new government was a priority in 2024/25 and the charity has invested considerable time in building relationships with new Ministers. Our National School Sport Champion, Sir Mo Farrah, personally delivered a letter to No.10 Downing Street on World Children's Day calling for a new national strategy prioritising activity which enables all children to achieve the Chief Medical Officers' recommendation of 60 minutes daily of moderate to vigorous activity. This led to a meeting with the Prime Minister's advisory team and special advisors across Department for Education (DfE) and DCMS. The charity, through its membership of the National Sector Partners Group, engaged in a broad range of Parliamentary activity and published its second, annual Physical Education (PE) and Sport Report providing an update on the latest data, research and insights into PE and School Sport across the UK.

The charity staged a range of national and local events over the last 12 months, from our National Conference and Annual Awards through to local networking events for our member schools. The Youth Sport Trust Young Changemaker Awards took place for the second year in November 2024 and this year we re-launched the Young Ambassador movement in England which saw us deliver five regional conferences for the first time since 2012, alongside the strong and embedded programmes in Scotland and Wales.

The Youth Sport Trust's Youth Board has had its busiest year yet with members representing the charity and young people at a range of local, national and international workshops, conferences and consultation events. We refreshed our team of Athlete Mentors who work alongside our Trainers and Development Coaches within the Youth Sport Trust's Learning Academy and continued to work collaboratively with our network of Headteacher Ambassadors, PE CatalYSTs and the Multi Academy Trust Advisory Board to position the charity's mission within schools and Trusts.

In the last year, 9,000 practitioners were trained to provide high quality inclusive PE and school sport and nearly 194,000 young people took part in activities made possible by the Youth Sport Trust, including more than 10,000 young people trained to be leaders to their peers.

STRATEGIC REPORT

2.0 STRUCTURE, GOVERNANCE AND MANAGEMENT

2.1 Governing document

Youth Sport Trust is a charitable company limited by guarantee, incorporated on 15 March 2001, and registered as a charity on 5 June 2001. It succeeded an unincorporated charitable trust established in 1994. The company was established under a Memorandum of Association which established the objects and powers of the charitable company. The company is now governed under its Articles of Association (revised 25 June 2019), which now incorporate the objects and powers. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

2.2 Appointment of trustees

The Youth Sport Trust Board is composed of a maximum of 12 independent trustees who are the directors of the charitable company. Specific roles on the Board include a Chair, Senior Independent Director, Welfare & Safety Lead and Equality, Diversity & Inclusion Lead. The charity also has a Youth (advisory) Board, the chair of which has a ringfenced seat on the main Board.

As set out in our Articles of Association and the Youth Sport Trust Board Terms of Reference, all trustees are appointed for a term of three years and shall be eligible for reappointment for a further two terms, at

which point they must retire from office. However, any trustee who is appointed as Chair may serve an additional term. In exceptional circumstances, and where the trustees consider that it would be in the best interests of the charity, a Chair who has served the maximum four consecutive terms or a trustee who has served a maximum of three consecutive terms may continue to serve for an additional one-year period.

The focus of the charity is maximising the positive impact of play and sport on young peoples' education and development. Youth Sport Trust undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, significant consideration is given to equality and diversity and lived experience when selecting suitable candidates to ensure we benefit from a wide range of experience in our decision making. The recruitment process is carried out by the Nominations, Governance and Remuneration ("NGR") sub-committee of the Board, through an open and publicly advertised recruitment process. All Board vacancies are advertised on the Youth Sport Trust website, our partners' websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds. The Board is currently (March 2025) comprised of 7 women and 3 men, including representation of trustees from ethnic minority groups, and one trustee with a disability.

Our trustees and patrons give their time freely but can claim expenses associated with meetings, induction and training. £816 was paid to 6 (2024: 7) trustees for the reimbursement of their expenses during the year (2023/24: £1,690).

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,792 (2023/24: £5,612).

In addition to our trustees, Youth Sport Trust utilises volunteers in varying capacities from individuals helping at sporting events and fundraisers, through to Ambassadors and our Youth Board, which sits at the pinnacle of a national movement of young sports leaders who are either currently engaged in, or alumni of, our programmes. The work of our volunteers is detailed in note 10 of the accounts (Employees).

2.3 Trustee Induction and training

New trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the Board and decision-making processes, the strategic plan and the recent financial performance of the charity. During the induction day they meet key employees and other trustees whenever possible. The induction day is jointly led by the Chair of the Board and the Chief Executive of the charity. Trustees are also encouraged to attend external events where these will facilitate the undertaking of their role and enhance their understanding of the charity's remit.

In addition, a trustees' induction pack provides information on both the charity and the context within which it operates. The pack draws information from the Charity Commission's publication - 'The Essential Trustee' and the Code for Sports Governance (Sport England and UK Sport), as well as documents produced by the charity itself. These include the strategic plan, the organisation's structure, the latest annual impact report, key policies and annual financial statements.

Trustees are "buddied" up with members of the executive team to ensure engagement between Board meetings.

2.4 Key Management

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity.

A Chief Executive (“CEO”) is appointed by the trustees to manage the day-to-day operations of the charity. The current CEO is Alison Oliver MBE. To facilitate effective operations, the CEO has delegated authority for operational matters within terms of delegation approved by the trustees, including finance, employment, and performance related activity. Key leadership personnel include a Chief Operating Officer, a Chief Brand Officer, a Chief Revenue Officer and 4 Directors (Finance & Governance, National Programmes, Networks and Corporate Coach).

In accordance with our remuneration policy, each year the executive team recommend to the Board (via the NGR Committee) a sum to be included in the salaries budget to fund an annual pay increase. Allocation of this sum is then managed in three ways:

- The Board (via the NGR Committee) will consider and determine any pay award for the CEO.
- The CEO will recommend to the Board (via the NGR Committee) any pay award for the executive team; and
- The CEO, in consultation with the executive team, will recommend to the Board (via the NGR Committee) any pay award for staff.

This year the Board approved a 3% cost of living increase to staff salaries.

The NGR Committee are also involved in approving any recommendations arising from 3-yearly, independent Pay & Benefits benchmarking exercises, led by the Assistant Director for Human Resources.

2.5 Annual Governance Statement 2024/25

Commitment and Compliance

As an organisation which receives public funding through Sport England, the Youth Sport Trust is required to comply with [A Code for Sports Governance](#) (the “Code”) and in 2024, the charity received confirmation from Sport England that we are compliant with all requirements of the Code, including requirements 2.1 – 2.3, related to diversity and inclusion.

Youth Sport Trust’s Governance Framework

The Youth Sport Trust Board, which can have up to 12 trustees, administers the charity. It has two established sub-committees:

Audit and Risk Committee - Chaired by one of the trustees, with at least two other trustees as members. The Committee is responsible for overseeing all financial and audit aspects of the Youth Sport Trust, including risk management and internal control systems, and for reporting back to the main board.

Nominations, Governance and Remuneration Committee - Chaired by the Chair of the Youth Sport Trust Board, with at least two other trustees as members. The Committee is responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring the Youth Sport Trust’s governance framework and Board membership; determining the remuneration of executive team members and providing guidance on annual increments for Youth Sport Trust staff.

The Terms of Reference for these committees, along with those of the main Board, can be found on our [website](#).

The Board met four times in 2024: 13 February (face-to-face), 1 May (virtual), 17 July (face-to-face) and 26 September (face-to-face, including AGM), plus an overnight Board Retreat and meeting held on 27/28 November.

In 2025, they met on 12 February (face-to-face) and 7 May (virtual) and will also meet on 16 July (face-to-face, including AGM) and 24 September (virtual), with an overnight Board Retreat and meeting to be held on 26/27 November.

Governance Actions

In 2024 we commissioned Campbell Tickell to undertake an independent, external evaluation of our Board, as part of our 4-yearly cycle. The methodology comprised a governance document review, an online survey by trustees and executive team members, 1-2-1 meetings with key personnel including the Chair, CEO and a trustee, followed by observation of our September Board meeting. The findings were presented to, and discussed with, the trustees in November. In summary, the headline conclusion was that Youth Sport Trust has “a strong performing Board with excellent relationships and a positive culture, supported by effective governance documents and processes”.

We develop a Governance Action Plan on an annual basis, progress against which is monitored by the Board, through the NGR Committee. This plan is developed from internal and external assessments of compliance with the [Code](#), [Sport Wales' Capability Framework](#) and the [Charity Governance Code](#), plus any recommendations arising from our Board Evaluation process.

Our focus this year has been to maintain our good governance practices, highlights of which are included below:

- Completing delivery of our Diversity & Inclusion Action Plan 2022-25
- Producing and publicising our [Diversity Profile Report – January 2025](#)
- Continuing to improve our sustainability, including:
 - Producing an Annual Sustainability Statement
 - Increasing our 'FuturePlus' (Environmental & Social Governance (ESG) impact measurement tool) score
 - Measuring our Scope 1 and 2 emissions (baselined in 2022/23)
 - Measuring our most significant Scope 3 emissions (baselined in 2023/24 (business travel and employee commuting)
 - Measuring the environmental footprint of the 2024 School Games National Finals.
 - Undertaking an independent, external evaluation of our Board (details above).

Two trustees stepped down from our Board in early 2025. Their replacements have already been recruited and will be formally appointed at the AGM in July 2025.

We have implemented a new employee engagement survey this year, in place of the previous, annual, Best Companies 'b-Heard' survey. Shorter, “Pulse” surveys will now be undertaken by staff 3 times per year, which will enable us to be more agile in responding to and addressing any emerging issues related to employee satisfaction and wellbeing. The first survey was completed in January/February 2025.

All of our key governance documentation can be found on our [website](#) along with our Annual Reports and Financial Statements, [Annual Impact Report](#), Strategy and key policies.

3.0 OBJECTIVES AND ACTIVITIES

3.1 Charitable Objects

The charity was founded on a belief that high quality and positive experiences in sport can change lives. When used strategically and intentionally sport can improve physical, social and emotional wellbeing, it can foster belonging and promote inclusive attitudes and can develop skills for life and sport. These are essential ingredients for children to fulfil their potential in school. Our theory of change details the outcomes we seek and the changemakers we will work with to achieve our aims. As well as working directly with young people and young leaders, we will involve educators, partner organisations and families, to ensure that we can make the societal shifts needed for sustainable change.

The charity's objects ("Objects") for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally ("Young People") are:

1. To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.
2. To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.
3. To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration and co-operation amongst providers of sport, physical activity, and physical education, and between sport, education and health providers.
4. To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.
5. To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).
6. To advance such other charitable purposes as the directors may from time-to-time think fit.

3.2 Mission and vision

The vision of the Youth Sport Trust is, a future where every child enjoys the life-changing benefits that come from play and sport.

Our mission is to equip educators and empower young people to build brighter futures. Together we create opportunities for everyone to belong and achieve.

3.3 Strategy

The work of the charity extends from influencing policy and building networks which support long term sustainable change, to innovating new ways to harness the power of play and sport within the education and development of young people. We also implement programmes and services and improve practice by celebrating and disseminating effective practice.

We work most closely with schools and Multi Academy Trusts (MATs). We collaborate and partner with several organisations at a national level including Teaching Unions, Academy Chains, Home Country Sports Councils, National Governing Bodies of Sport, equality organisations, other youth facing charities

and non-governmental organisations. We also work with regional and local partners such as Local Authorities, Active Partnerships and a range of small, community-based charities, enabling us to deliver holistic programmes which operate within and beyond the school gates. A number of our projects and programmes are supported through business and corporate partnerships.

We are not a grant giving organisation, however there are occasions where we will seed fund a project or initiative as part of a pilot programme that is later integrated into our mainstream programme delivery.

As referenced in section 1, 2024/25 marked the final year of delivery against phase 1 of our 2022–2035 strategy 'Inspiring Changemakers, Building Belonging'. This strategy has 3 high level objectives which are detailed below.

- **Urgent action** – Build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged.
- **Generational Shift** - Balance the demands of the digital age through the human connection of physical play and sport; and
- **Societal change** - Transform society's perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

In the last 12 months we have made significant progress against our strategy. While our delivery against the success measures can be found in Section 4 Achievements and Performance, the 'key moves' are listed under each objective with a summary of the progress made in the past 12 months shown in italics:

URGENT ACTION – Key Moves

- Build a school movement in Well Schools, creating the conditions for the delivery of high quality Continuous Professional Development (CPD) and support for teachers, and support for families, targeting young people facing the impact of inequalities – "Well Schools" is a movement of schools and trusts taking positive action to improve education outcomes by supporting the health and happiness of their staff and pupils. *To date, over 2000 schools have signed up to be well schools and we have 25 'Beacon Schools' (schools which exemplify good practice and are committed to implementing the well schools ethos within and beyond their schools.*
- 20 Growth Areas established and operational – *we have mapped both need, through indices of multiple deprivation, and readiness, through our existing school data, to identify 20 Growth Areas. In 2024/25 over 150 school visits generated a growth area report which built an important picture of the challenges and opportunities in each growth area. This is now informing us of our strategic planning, fundraising and delivery.*
- 3 Place Based areas established and operational – *our 3 placemaking areas are: Knowsley, Perry Barr and Tower Hamlets. In the last 12 months we have established the 'Placemaker' role – a local connector working at the interface of the school and community, using play and sport to build bridges and tackle local issues.*
- Staff recruited, trained & supported to have the greatest impact on young people facing the impact of inequalities – *the implementation of the People Development Plan and Diversity & Inclusion Action Plan continue to guide this work, which includes activities such as the training of all those working within our Learning Academy in the impact of Trauma Informed approaches.*
- Our targeted work is focused on reaching children with characteristics which are associated with inequalities linked to lower levels of physical activity.

	YOUNG PEOPLE PARTICIPATED	YOUNG PEOPLE TRAINED
TOTAL	193,385	10,782
Female	44%	49%
Ethnically Diverse Communities	41%	27%
SEND	44%	32%
Free School Meals	34%	31%

GENERATIONAL SHIFT – Key Moves

- Relaunch the Young Ambassador Movement, - delivered *Young Ambassador conferences in 5 areas in the 2024 summer term.*
- Create a new type of club environment for the next generation of sports volunteers –*the beta phase of this project commenced in summer 2024 and from September 2024 to March 2025 we supported the establishment of 43 clubs, bringing 80 young club leaders to a residential camp at Easter 2025.*
- Publish and advocate a new youth leadership framework with belonging at its heart, embedded in all our work, ensuring we have a significant and unique impact on our targeted young people - *all Youth Sport Trust youth leadership interventions are now developed using this framework and we disseminated it through our delivery networks in 2025.*
- Young people’s voice is heard and/or they are co-creating on all Youth Sport Trust development projects – *our Inclusion Youth Voice Toolkit was launched this year and this is now available to download through the Youth Sport Trust website.*
- Partnerships in place with local and national organisations to increase the reach of this young people driven generational shift - *Charnwood Borough Council and UK Shared Prosperity Fund (Generation Charnwood); Lidl Ireland and Ladies Gaelic Football Association (Sport for Good and Serious Support); The Julia Rausing Trust (Boys Move); Lego Group (Girls Active); and Wimbledon Foundation (Set for Success).*

SOCIETAL CHANGE – Key Moves

- Create the strongest arguments for the need for change for young people – *we published the third PE & Sport Report in May 2024 and delivered the 2024 edition in National School Sports Week (NSSW) in June 2024.*
- Create a compelling case in data and storytelling of the impact of our mission on young people – *we hosted the second YST Young Changemaker Awards in January 2025 creating a suite of human-interest stories, films, and case studies.*
- Target our work to prove the case in a number of areas nationally:
 - *In Hartlepool and Thanet, early years was an identified challenge area, and we have used Healthy Movers to engage practitioners through face-to-face training and resources to support confidence and competence on developing physical literacy and physical development for children in early years settings.*
 - *In Stoke, there was a gap in connecting local partners to help upskill practitioners in schools and we collaborated with Active Partnership and StreetGames to unite and create an opportunity for local schools to connect.*
 - *In Nottingham, girls’ level of participation was an identified challenge area, and we used Girls Active as an engagement tool, delivered through an inspiration day with use of Athlete Mentors, to create experiences to learn and be upskilled to be the change back at their school*

settings through leadership. This led to the local Active Partnership collaborating through recruiting local role models to support girls in schools with lived experiences.

- Successfully deliver a series of impactful campaigns reaching families and wider society – this included National School Sports Week 2024.
- Secure partnerships to amplify our voice with families – including Mo's Mission, a campaign fronted by Sir Mo Farrah, the Youth Sport Trust National School Sport Champion to champion the importance of the Chief Medical Officers' Guidance of 60 minutes a day of moderate to vigorous physical activity for 5-16 year olds (120 minutes for children under 5, and 20 minutes for children with disabilities).

During 2024/25 the charity forged a number of new partnerships including with Kitround and David Lloyd, and Garfield Weston.

2024/25 marked the third year of the Youth Sport Trust's Sport England System Partner role supporting sport in schools including the School Games. In 2024/25 the Youth Sport Trust continued to benefit from a number of locally commissioned (including Plymouth, Dorset and Oxfordshire) work packages to deliver targeted interventions in early years through the Youth Sport Trust Healthy Movers Programme (see section 4.7.1) and interventions to support young people at risk of mental ill health through the Youth Sport Trust Active in Mind programme (see section 4.7.2).

3.4 Public Benefit

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and confirm that they have complied with their duty in Section 17 of the Charities Act 2011.

The work of the Youth Sport Trust cuts across a number of key policy areas, including youth, health, education, sport and community development. Our work to broaden and develop play, physical education and sport opportunities for young people not only makes them fitter and healthier, but also improves their confidence and self-esteem, enhances their achievement across the curriculum, supports their wider engagement in the community and allows them to build the foundation for an active, healthy lifestyle.

The work we do to develop young people as leaders has benefits beyond sport - the skills that are developed in this area can stay with young people for life. A large number of the young people trained in leadership skills by the Youth Sport Trust go on to volunteer in the local community, bringing significant social benefit. This work is becoming increasingly important in the development of employability skills.

The Youth Sport Trust's work has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-represented groups such as young women and girls, young people with Special Educational Needs and Disability (SEND), young people from diverse ethnic and cultural backgrounds and young people from socio-economically disadvantaged backgrounds.

Supporting and aiding each young person to achieve their personal best in sport demonstrates the ability of every young person to succeed and to achieve. Through allowing talent in sport to emerge – as an athlete, leader or coach – we help to create positive role models and future leaders.

In addition, in 2024 we launched our 'beacon' Well Schools network. These schools are beacons in their local community and are focussing on the potential and power of physical activity and sport in executing their civic duty.

4.0 ACHIEVEMENTS AND PERFORMANCE

NOTE: YST's performance measurements (KPIs and metrics) are aligned to academic years (2023/24) whereas the financial information in this report relates to the financial year ending 31 March 2025.

4.1 Performance Indicators

During the academic year of 2023/24 we continued to evaluate the impact of our work against our new strategy. We apply a Monitoring and Evaluation (M&E) Framework, which aims to bring about greater consistency in the way we collect evidence of our impact. The framework is used to guide all aspects of our work, including design, delivery and evaluation.

Our suite of outcome indicators is set out below:

Young people outcomes

- Increased resilience, social connectedness, happiness;
- Increased enjoyment and confidence to take part in sport and physical activity;
- Increased amount of overall physical activity;
- Increased amount of time being physically active with others;
- Increased leadership, communication and team working skills;
- Increased self-belief;
- Improved sense of belonging to sport and physical activity; and
- Percentage of young people involved in our programmes who face disadvantage and/or have lower levels of activity.

Adult impact

- Increased confidence, competence and motivation in their role.

Whole School & Wider Societal Impact

- Improved perceptions of PE and School Sport; and
- Improved partnership working/collaboration with other schools or organisations.

4.2 Reach

In the 2023/24 academic year, we provided innovative content and worldclass training, helped unite the school sport sector in collaborative action and worked alongside the wider sport and active leisure sector to raise awareness of the most important issues. In addition, we equipped educators and empowered young people to build brighter futures using the power of PE, sport and play. Specifically:

- 193,358* young people participated in opportunities for sport, physical activity and play through Youth Sport Trust targeted programmes and interventions;
(2,495,522 young people were given the opportunity to participate in our national programmes including our national girls' football programmes and School Games);
- 10,782 young people were trained by the Youth Sport Trust through our targeted programmes and interventions;
(47,788 training opportunities were provided to young people, empowering them to lead and inspire their peers through our national programmes) and;
- 9,253 adults were trained by the Youth Sport Trust;
(1,372 training opportunities were provided to teachers, coaches and practitioners through our national programmes).

The reported reach of our work has increased significantly from the last academic year due to a combination of growth in our programme delivery and the fact that we are now extrapolating data to more accurately record our reach.

**This figure does not include young people participating in the School Games and affiliated programmes (Change4Life and Leadership Academy).*

4.3 Influencing and advocacy

Throughout the year we continued to campaign on behalf of young people, schools and the school sport delivery network. We worked to raise awareness of the need to tackle the decline in children's activity levels, united with partners and championed the importance of investing in PE and school sport to government.

National School Sport Week (NSSW) is our annual campaigning week. National School Sports Week 2024 saw another record year for registrations with over 4,250 schools signing up to participate across the week. This was a 138% increase in the number of school registrations from NSSW 2023, with increased registrations from both primary and secondary schools, as well as SEND schools. The campaign reached an estimated 789,660 young people.

The week coincided with the start of the European Football Championships 2024 and saw schools engaging young people to get active for 60 minutes a day by taking part in Monster Kickabout sessions and other sporting activities. We provided a range of Monster Kickabout and other resources for schools to use, which together were downloaded 40,000 times. There were 964 articles in the media, which translated to a potential audience of more than 259 million (a 68% increase on NSSW 2023).

In the 2023/24 academic year we:

- Launched our manifesto in Parliament with our National School Sport Champion, Sir Mo Farah, ahead of the 2024 general election;
- Delivered visits and hosted meetings with high-profile voices across the political spectrum, including Bridget Phillipson, Lucy Frazer, Catherine McKinnell, Damian Hinds, Stephanie Peacock and Stuart Andrew;
- Responded to consultations from government departments, Parliamentary select committees and All-Party Parliamentary Groups, and our Chief Executive gave evidence to the Culture, Media and Sport Committee;
- Informed new PE guidance from the Department for Education, including encouraging a focus on equal access and Youth Voice; and
- Delivered 5,872 media articles covering our mission (including 699 mentions on broadcast media, delivering an estimated 158 million opportunities to view).

For more information on our influencing and advocacy, please see our [Impact Report](#).

In the 2023/24 academic year we also:

- Delivered 35 new evaluations and 10 new pieces of published research;
- Continued to develop our sector-wide [Knowledge Bank](#);
- Published our third [PE and School Sport Report](#) collating the latest evidence and research into children's wellbeing, issues faced and the benefits of PE, play and sport, from a variety of sources, into one central repository; and

- Continued to facilitate regular research summits to facilitate cross sector learning and collaboration. The most recent event was attended by representatives from universities, NGBs, charities and government.

4.4 Building sustainable structures

At the Youth Sport Trust we believe transformational change can only be achieved through the formula of embedding innovative content, through world class delivery, into sustainable structures. In 2023/24 we supported the following Youth Sport Trust networks:

- 1,537 member schools;
- 1,528 Well Schools;
- 450 School Games Organisers;
- 194 school partnerships within the Schools Active Movement;
- 110 PE CatalYSTs;
- 135 multi-academy trusts engaging directly with YST;
- 99 Headteacher Ambassadors; and
- 109 organisations within the School Sport and Activity Sector Partnership.

For more information on the Youth Sport Trust building sustainable structures, please see our [Impact Report](#).

4.5 Equipping educators

As a charity, we use a successful model for training which builds capacity, capability and sustainability in the structures we work with. The role of our Learning Academy of tutors, trainers, coaches and Athlete Mentors is to equip educators with the skills and resources to help young people enjoy the life-changing benefits of play and sport.

In the 2023/24 academic year, 10,782 teachers, coaches and practitioners were trained to deliver physical education, sport and play to support the development of young people. As a result of attending training with the Youth Sport Trust:

- 97% of practitioners felt more competent in their role;
- 96% felt more confident; and
- 96% felt more motivated.

For more information on the Youth Sport Trust equipping educators, please see our [Impact Report](#).

4.6 Empowering young people

By building their leadership skills and improving their confidence, competence, motivation, knowledge and understanding, we empower young people to harness the extraordinary power of sport and play to change lives.

In the 2023/24 academic year, 193,358 young people participated in an activity made possible through Youth Sport Trust targeted programmes and interventions. As a result of taking part in our projects and programmes:

- 78% of young people reported improvements in their confidence in taking part in physical activity;
- 78% of young people reported improvements in their enjoyment of taking part in physical activity;
- 69% of young people reported improvements in the overall amount of physical activity;
- 68% of young people reported improvements in time spent being physically active with others;

- 73% of young people reported improvements in their happiness overall;
- 72% of young people reported improvements in their social connectedness;
- 60% of young people reported a 'great' improvement in their sense of belonging;
- 87% reported improvements in their communication skills;
- 89% believed their leadership skills had improved;
- 77% felt that their resilience had improved;
- 87% reported improvements in their team working skills; and
- 80% reported their self-belief had improved.

In addition, 10,782 young people were trained through the Youth Sport Trust to become young leaders to their peers.

2,495,522 young people were given the opportunity to participate in our national programmes (including School Games). See section 4.6. For more information on the Youth Sport Trust empowering young people, please see our [Impact Report](#).

4.6 National Programmes

Below are some highlights from a range of our programmes.

4.6.1 School Games

The School Games is supported by Sport England and the National Lottery and is delivered on behalf of the DCMS. The School Games is a framework, delivered locally by a national network of 450 School Games Organisers, that puts physical activity and school sport at the heart of schools, providing young people with the opportunity to learn through physical activity and competition to achieve their personal best. School Games Organisers aspire to make a positive difference to the lives of young people through accessible, equitable, competition for all within school sport and physical activity.

All School Games Organisers have committed to the three pledges below through to 2025:

- Tackle inequalities to increase participation of schools from the most underserved communities;
- Ensure physical literacy and positive experiences are created and promoted for children and young people; and
- Embed youth engagement to enhance the principle of 'by young people, for young people'.

In the 2023/24 academic year:

- 25,400 events were completed in the School Games network;
- 2.3 million young people participated in School Games opportunities, of which 50% were girls, 30% were from Ethnically Diverse Communities and 14% had Special Educational Needs and Disabilities;
- 19,887 schools were registered in the School Games network and are supporting our mission; and
- 9,024 schools submitted an application for the School Games Mark, which rewards schools for their commitment to the development of competition across their school and into the community – 1,829 schools were at platinum status.

Also, during 2023/2024, 314 case studies into best practice were published on the School Games website. You can read more about the School Games [here](#).

4.6.2 Barclays Girls' Football School Partnerships by England Football

The Football Association's ("The FA") vision is to ensure that every girl has equal access to football in school and clubs by 2024, with the goal of 90% of schools, nationally, offering girls equal opportunity to access regular extra-curricular football and 75% of schools, nationally, offering girls equal access to football in PE lessons.

Driving The FA's vision is Barclays Girls' Football School Partnerships by England Football, a nationwide scheme to mainstream football in school for girls. The Youth Sport Trust provides the day-to-day coaching and support of the network of local strategic leads and equips them with programmes, such as Disney inspired Shooting Stars by England Football and Barclays Game On, part of England Football, alongside training for girls and their teachers.

In 2023/24:

- 199,383 girls participated in the programme, 35% of which were from ethnically diverse communities;
- A further 4,891 girls were trained to be leaders in football to their peers;
- 77% of schools in England are now providing equal access to football in the curriculum for girls; and
- 64% of schools are providing equal opportunities to extra-curricular girls' football.

4.6.3 BE Football

In partnership with the Football Association of Wales ("FAW"), BE Football is a programme for secondary schools in Wales that focuses on the importance of teamwork and character development as part of the new Welsh Curriculum. It aims to develop:

- Girls' character skills through football activity;
- Curriculum learning with trained PE staff; and
- Extra-curricular clubs led by trained Football Influencers.

Across 18 schools, who began the programme in the 2023/24 academic year, 144 girls were trained and supporting BE Football activities in school. Across 40 schools participating in the BE Football programme in the 2023/24 academic year, over 3,413 girls participated in curriculum football activities and over 924 girls participated in extra-curricular football activities.

4.6.4 Inclusion 2024

Through the Youth Sport Trust Lead Inclusion School network, the Inclusion 2024 programme, funded by the DfE, aims to improve inclusive practice, network links and adaptability in delivering PESSPA (PE, School Sport, and Physical Activity) to develop greater knowledge, competence, and confidence to provide meaningful and inclusive opportunities for young people with SEND.

Over the course of the three academic years of Inclusion 2024, the programme has worked with over 5,000 schools to deliver 2,800 activities, involving 55,000 interactions with pupils, school staff and other participants. As a result of taking part in the programme, partner schools have reported:

- More opportunities for pupils with SEND in PE and extra-curricular activities;
- Improved social interaction between pupils creating new friendships;
- Increased confidence and knowledge of staff;
- Greater access to opportunities for CPD and networking; and

- Positive relationship development in a collaborative environment which supports the sharing of ideas and best practices among staff and schools.

4.6.5 Young Ambassadors

The Young Ambassadors movement continues to be at the heart of sports participation programmes, thanks to partnerships between the Youth Sport Trust, Sport Wales and sportscotland. The Young Ambassadors programme aims to ensure young people are heard, valued and have a platform to influence and drive change in sport.

In Wales, the Young Ambassador Programme was delivered by the Youth Sport Trust on behalf of Sport Wales. In Scotland the programme was led by sportscotland and supported by the Youth Sport Trust through Lottery Funding.

In Wales, the objective of the programme is to facilitate activities, build belonging, tackle inequalities, and advocate for an active, healthier nation. The priority is to provide ongoing support for Young Ambassadors through enhancing their skills and confidence, empowering young people to inspire, influence, lead, and become a mentor within education and the community. In Wales, in the 2023/24 academic year, 2,566 Young Ambassadors were trained, 713 schools delivered the programme, and 109,261 young people were engaged in the programme.

4.7 Targeted interventions

Below are some highlights from a range of our targeted interventions.

4.7.1 Physical Literacy in the Early Years – ‘Healthy Movers’

Designed to support the physical literacy, wellbeing and school readiness of 2–5-year-olds, Healthy Movers delivers resources and training for early years’ practitioners, which families can continue to use at home.

In the 2023/24 academic year, we worked with local authority partners to train 846 practitioners to deliver the Healthy Movers programme and approach across 203 settings in Cornwall, Dorset, Bournemouth, Christchurch and Poole, Hartlepool, London, Milton Keynes, Wiltshire and Plymouth. Based on an average of 35 children per setting participating in Healthy Movers sessions, this equates to an estimated 7,105 additional children supported in these areas over the course of this academic year.

Since the programme began in 2018, 1,361 practitioners have been trained across 468 settings, supporting at least 16,380 children. Based on data collected from Healthy Movers interventions so far, participating children have shown improvements in their object control, locomotion and stability, along with their confidence, engagement and motivation to take part in sport and physical activity.

4.7.2 Mental Health & Emotional Wellbeing - ‘Active in Mind’

Active in Mind (AiM) is designed to prevent and improve mental health issues in adolescence. It uses the evidence of what works to address stress and anxiety in young people, helps them build personal strategies for resilience, and uses the power of peer mentoring through a trauma-informed approach.

In the 2023/24 academic year, 30 secondary schools took part in the programme, involving 824 young people. As a result of taking part in the programme, 69% of young people reported improved happiness, 66% reported improved resilience and 51% reported improved social connectedness.

4.7.3 Mental Health and Emotional Wellbeing – ‘Lidl Sport for Good’

The Lidl Community Works Sport for Good programme is funded by Lidl and delivered by the Youth Sport Trust. The programme promotes positive mental health by focusing on the role of physical activity in improving mental and social wellbeing, through the use of peer mentors.

Our partnership with Lidl saw 20 schools engaged in the programme, over 1,297 young people part of the Peer-to-Peer groups and the creation of over 393 Student Mentors. Peer-to-Peer Group members were selected from young people experiencing a lack of self-esteem or confidence, mental health issues and a lack of resilience to cope with different aspects of school.

An additional 3,147 young people were engaged in Athlete Mentor assemblies during school visits. Over two thirds of Peer-to-Peer Group members reported increases to their overall happiness and resilience, with over 60% reporting improved mental wellbeing and connectedness to others.

Over 70% of teachers reported that the programme helped to improve their competence and confidence in their role, as well as agreeing to some extent that Lidl Sport for Good has positively impacted their Senior Leadership Team's and wider staff's perception of PE, physical activity and sport.

4.7.4 Understanding motivations and barriers to participation – The National Girls Active Survey

The Girls Active programme supports schools to understand what motivates girls to take part in physical activity, PE, and sport, enabling teachers to work with girls, through consultation and leadership, and make the necessary changes to their physical activity provision. Part of the Girls Active offer is the annual 'National Girls Active Survey'. This survey is completed by young people (all genders) from schools across England and supports schools to gain insight into understanding, young people's participation levels, attitudes, motivations and barriers to participation in PE, school sport and physical activity.

In the 2023/24 academic year, over 15,000 young people took part in the survey. The main findings were:

- Nearly two thirds of girls (62%) want to be more active in school but there are barriers that stop them taking part, such as not being confident, having their period and being watched by others;
- The number of girls enjoying PE drops notably throughout school life: 86% of girls aged 7 to 8 enjoy PE, compared to 56% of girls aged 14 to 15;
- 46% of girls aged 14-15 report that a lack of confidence stops them being more active at school, compared with 26% of girls aged 7-8;
- Since 2017, the proportion of girls reporting a lack of confidence stopping them doing more physical activity at school has risen by 11%;
- Periods remain the biggest barrier to girls' participation at age 11-13 (47%) and age 14-15 (52%);
- Only 1 in 4 girls aged 11-13 feel confident in their PE kit, a drop from 65% aged 7-8;
- 58% of girls want more PE kit options compared to just 29% of boys; and.
- Having fun, being with friends and getting fit and healthy are the top three motivations for all girls to take part in sport, physical activity and PE at school regardless of age/year group.

You can read more about the findings of the survey and access the [full results in the national reports](#).

Find out more about the barriers girls face in our [Girls Active film](#).

4.7.5 Closing the gaps created by disadvantage – 'Set for Success'

Funded by the Wimbledon Foundation (the charitable arm of the All England Lawn Tennis Club and The Championships) and in partnership with Barclays, Set for Success was in its first of four years of extended funding in the academic year 2023/24. Set for Success is a youth leadership initiative that has been designed to provide young people in underserved communities at risk of having more limited life chances, the opportunity to develop valuable life and leadership skills through mentoring sessions delivered by inspirational athletes and the power of sport.

In the 2023/24 academic year, 51 schools across 10 locations completed Set for Success delivery. 41 of these schools were in their first year of delivering Set for Success and, overall, engaged 529 young people. Of these, 51% were in receipt of Free School Meals (FSM), 35% had additional support needs and 34% were from ethnically diverse communities including Asian, Black and Minority Ethnic Groups.

87% of the young people engaged now know more about how their skills can help them in the future and 84% have more confidence that they will do well in life.

Set for Success is continuing to be delivered for a further three academic years beyond 2023/24.

4.8 Securing Funding for the Charity

As a registered charity, we rely on income from fundraising to deliver our charitable objectives. The Youth Sport Trust is committed to ensuring that by undertaking fundraising activities we uphold any legal, statutory and regulatory requirements, and maintain our reputation and adherence to our organisational values. Our [Fundraising Policy](#) sets out how fundraising at the Youth Sport Trust is managed to ensure that we maintain these standards, and provide reassurance and transparency to our donors, funders, supporters and partners.

We are registered with the Fundraising Regulator and are committed to complying with the Fundraising Regulator's 'Code of Fundraising Practice' and 'The Fundraising Promise', along with all applicable guidance from the Charity Commission. No complaints have been received about our fundraising activity during the year (2024: none).

4.9 Fundraising Income

4.9.1 Commercial/corporate partnerships

We successfully completed the second year of our partnership with Sports Direct in 2024, delivering National School Sport Week (NSSW) in alignment with their Monster Kickabout campaign. Building on the momentum and shared impact of the partnership to date, we are now actively planning for the 2025 campaign, which will be delivered under the new theme of 'Always Active'.

The Youth Sport Trust, in partnership with Allianz Insurance PLC, concluded the delivery of 20 inclusive sport festivals leading into the Paris 2024 Olympic and Paralympic Games.

Lidl Ireland and the Youth Sport Trust's 'Sport for Good' and 'Serious Support' programmes continued successfully throughout 2024/25 (see also 4.7.3). Further to this, we supported the Ladies Gaelic Football Association in Ireland to work in partnership on their community programme.

After a successful first year, our partnership with the LEGO Group concluded following a shift in their global marketing strategy. We are proud of what was achieved together and remain open to future opportunities should strategic priorities align again.

Our partnership with Kingswood has concluded following their entry into administration. The collaboration, funds raised, and impact delivered together over the course of the partnership has been highly valued and we are now exploring new opportunities to continue this work with other partners in the sector.

In 2024/25, the Youth Sport Trust were supported by several corporate charity partnerships, providing both income and value in kind for the charity. This included the continuation of existing charity partnerships with Citron Hygiene, Limitless, Meet for Good and Foresters Friendly Society. New partnerships included David Lloyd Clubs and Kitround, which saw the Youth Sport Trust receive £8,000 donation following their De-Clutter and Do Good campaign, and ESR Europe raising over £6,000 for the Youth Sport Trust.

March 2025 saw the delivery of a successful commercial exhibition and sponsorship programme, alongside the Youth Sport Trust's Annual Conference. Over £100,000 was raised through commercial stand sales and sponsorship. This included Sports Directory and the LEGO Group (referenced above) as Headline Sponsors. Our Business Changemaker Partners (Complete PE and Enrich Education) were again Supporting Sponsors of the event.

4.9.2 Trusts and Foundations

Over the 2024/25 financial year, income received through Trusts and Foundations included grants from some of our long-standing funders such as The John Armitage Charitable Trust, Wimbledon Foundation and The Mercers Charitable Foundation. Following a successful Boys Move pilot in Birmingham with funding from The Julia and Hans Rausing Trust, funding for the project across Birmingham, Brent (London) and Redruth (Cornwall) has been confirmed for a further three years. We also secured a two-year funding grant from Garfield Weston Foundation which will support us to deliver the vision of establishing Beacon Well Schools across 20 geographical growth areas identified by the charity and subsequently develop, champion and grow our Well Schools movement.

In addition, unrestricted grant funding has contributed to the financial stability of the charity and has enabled vital development work to take place. This includes implementation of our 20 geographical growth areas, our continued digital transformation, and our campaigning and policy influencing, including the launch of 'Mo's Mission' with our National School Sport Champion, Sir Mo Farah. Unrestricted grants have also ensured we can support the ongoing development of a diverse, skilled and motivated workforce through staff development, training and leadership opportunities.

4.9.3 Donor Fundraising:

Individuals and organisations also help support the Youth Sport Trust mission to improve young peoples' lives. We would like to thank every one of the many individuals and organisations that have helped us during the year. The work we do simply would not be possible without our generous supporters and passionate fundraisers who every year take part in numerous challenges to raise funds to support our vital work.

In 2024/25, the Youth Sport Trust received a significant legacy gift of over £24,000 and more than £25,000 was raised by 14 participants in the 2024 London Marathon. In addition, the Foresters Friendly Society Charity Appeal, which concluded in July 2024, generated over £45,000, building on the £30,000 raised by their appeal in the previous financial year.

5.0 FINANCIAL REVIEW

5.1 Overview

Robust financial planning, monitoring and control are fundamental to the operation of the charity. The structured approach we take ensures synergy between our plans – our core strategic plan informs our annual operational plan, detailing our key aims and objectives for the year, which is underpinned by our annual budget.

Total Group income has increased by 21% (£2,131,303). This is due to an increase in restricted funding for the charity of 24%, an increase in unrestricted funding of 3% including a 5% increase for the trading arm. The main reason for the increase in the restricted and trading arm funding has been due to the funding received from Sport England for the School Games National Finals that are held biennially.

The Group returned an unrestricted deficit of £119,815 (2024 – deficit of £164,638) which includes a trading subsidiary profit of £211,309 (2024 – profit £268,901).

In the 2022 Annual Report, the Youth Sport Trust earmarked £1,340,000 as designated funds to support the first phase (2022 to 2025) of the 13-year strategy. Although this year is the final year of the first phase, there is a remaining balance of £466,226 on designated reserves as not all the strategy projects have been completed as of 31 March 2025. Work will continue to be carried out on these projects during the financial period 2025/26.

The Group's unrestricted reserves now stand at £5,638,771 (2024: £6,318,044) including designated reserves of £466,226 (2024: £1,025,684).

5.2 Reserves policy

Our minimum reserves policy was revised in 2021 to reflect the costs of an orderly wind up of the charity. This includes redundancy and notice period costs together with the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements. For the year ending 31 March 2025, the minimum reserves have been calculated at £3.2m.

The general free reserves (excluding designated) on 31 March 2025 were £5.2m (2024: £5.3m), which is more than the minimum reserves policy set by the trustees. YST is now in the second phase (2025 to 2028) of its long-term strategy to 2035 which will require further investment to progress objectives. The £2m headroom will help support any investment that may be needed.

5.3 Investment powers and policy

Under our Articles of Association, the charity has the power to invest in any way the trustees wish.

The trustees, having regard to the liquidity of the organisation and its reserves policy, have operated a policy of keeping funds available in interest bearing deposit accounts, incorporating long-term and short-term deposit facilities across two banking institutions.

The invested funds held by the parent charity on deposit achieved a 12-month average return of 4.12% against the average base rate for the year to 31 March 2025 of 4.96%.

5.4 Risk management

Our risk management processes are detailed in our Risk Management procedure (part of our ISO 9001:2015 accredited Quality Management System). YST manages risks at three levels: strategy, organisational and project. During the year, there are adjustments to our organisational and project risks as a result of regular reviews. Strategy risks are, by their nature, set for the strategy period (phase 1 to August 2025) but changes would be made in response to the identification of any significant new risks. No changes were made during the year.

Project level risks are reviewed monthly at a case conference meeting led by our Head of Business Support.

Organisational level risk categories are managed by members of our executive team, with input from the Operational Leadership Team (senior managers at YST), and have been reviewed and updated this year. The Organisational Risk Register is reviewed by the COO and any significant areas of risk (including those at project level) are raised at regular meetings of the Operational Leadership Team. The Organisational Risk Register is also shared at each Audit and Risk Committee meeting and every other full trustee meeting. There are eleven key categories under which our organisational level risks are grouped and assessed, with mitigation plans. These are: Welfare and Safety (Safeguarding); People; Diversity and Inclusion; Data and Systems; Income Targets; Financial Environment; Legal and Governance; Political; Reputational and Brand; Programme Delivery; and School Engagement.

Strategy level risks that would prevent the charity from achieving its strategy success measures for 2025, are updated by the executive team and presented to each Audit and Risk Committee meeting and every other full trustee meeting. The three most significant risks that would prevent us from achieving each of our three objectives (see page 8) have been identified. In mitigation of these risks, we have established a series of goals to achieve by 2025. As outlined earlier in this report, we are assured that these mitigations have been effective for phase 1. These will be refreshed when phase 2 of the strategy is finalised in August 2025. The three objectives and their risks and mitigations are as follows:

Urgent Action – build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged.

- Risk 1: YST is unable to make this difference to the target groups of young people.
- Risk 2: YST fails to engage the local partners required to make the impact we are aiming for.
- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

Mitigations:

- Build a school movement in Well Schools, creating the conditions for the delivery of high quality CPD and support for teachers, and support for families targeting young people facing the impact of inequalities.
- 20 Growth Areas established and operational.
- 3 Place Based Areas established and operational.
- Staff recruited, trained & supported to have the greatest impact on young people facing the impact of inequalities.
- Increased sum and proportion of our income focused on young people facing the impact of inequalities.

Generational Shift – to balance the demands of the digital age through the human connection of physical play and sport.

- Risk 1: YST does not generate a viable model to support young people to balance the demands of the digital age through the human connection of physical play and sport.
- Risk 2: YST fails to spark the imagination and gain the commitment of sufficient stakeholders to create significant reach and impact.
- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

Mitigations:

- Relaunch the Young Ambassador Movement, supporting Young People nationwide to advocate for change with a powerful and united voice.
- Create a new type of club environment for the next generation of sports volunteers.
- Publish and advocate a new youth leadership framework with belonging at its heart, embedded in all our work, ensuring we have a significant and unique impact on our targeted young people.
- Young people's voice is heard and/or they are co-creating on all YST development projects.
- Partnerships in place with local and national organisations to increase the reach of this young people driven generational shift.

Societal Change – transform society's perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

- Risk 1: YST fails to inspire others to commission a large-scale campaign.
- Risk 2: YST inspires commissioning of a campaign but is not driving/leading it.

- Risk 3: YST inspires a campaign which fails to impact attitudes & perceptions or suffers another failure.

Mitigations:

- Created the strongest arguments for the need for change for young people.
- Created a compelling case in data and storytelling of the impact of our mission on young people.
- Targeted our work to prove the case in a number of areas nationally.
- Successfully delivered a series of impactful campaigns reaching families and wider society (e.g. NSSW).
- Secured partnerships to amplify our voice with families.

All workplans are updated periodically to ensure activities and actions are being undertaken to deliver the strategy.

6.0 PLANS FOR FUTURE PERIODS

2025 marks the 30th anniversary of the charity and we have used this milestone to refresh once again our Class of 2035 report (first published in 2015 with a second edition in 2020) which has generated fresh insights and updated scenarios which influence and direct much of our work. This report gives an insight into our activities during the past year, and we hope you find it informative.

Looking ahead, we will be starting the new financial year with a number of priorities:

- Maintaining momentum in our political advocacy and influencing as we move into a Spending Review in the summer and the budget in the autumn. The charity has been active in lobbying and advising government around a range of policy and strategy changes ahead, these include the DCMS commissioned review of the School Games Organiser network, the future of the PE and School Sport Premium, the Curriculum & Assessment Review, the Childrens Wellbeing and Schools Bill, the DCMS Youth Strategy and the Chief Medical Officers inactivity strategy and obesity strategy.
- September 2025 marks the launch of Phase 2 of our current 2022 – 2035 strategy. This phase will extend from 2025 – 2028. We have multiple ambitions under each of our strategy objective and have elevated our tactic around 'Change from Within' to a 4th objective – this will bring added weight and value to our organisational development in enabling us to meet the three externally facing objectives – 1) Urgent Action 2) Generational Shift and 3) Societal Change.
- Key Moves for the period 2025 – 2028 include the following exciting pieces of work:
 - **URGENT ACTION** – implement the Well Check and Well Accreditation as well as growing the Well School Movement. Continue to deepen and track our impact in the 20 'Growth Areas' establishing a beacon school in each one, while strengthening our place-base work ensuring schools are central to local system change. Diversify our Advocacy Networks (Headteacher Ambassadors, PE CatalYSTs) and continue to evolve our core YST programmes to meet the changing needs of young people e.g. adolescent young boys through Boys Move and teenage girls through Girls Active.
 - **GENERATIONAL SHIFT** – develop and launch a Young Leaders reward and recognition scheme and roll out the relaunch of the Young Ambassador movement in England. Advocate for multi-sport provision through enrichment and youth sport, and raise the funds needed to implement more multi-sport Youth Clubs in Growth Areas. Empower more young leaders with SEND to inspire their peers and further challenge the representation youth voice locally and nationally in school and youth sport.

- **SOCIETAL CHANGE** – by proving and amplifying the positive impact of movement, play and sport on childrens education and development, influence government through new policy strategy and investment decision to priorities young people’s access. Campaign to raise awareness of 60 active minutes for every school child (120 mins for U5’s and 20 mins for children with SEND). Work towards equal access for girls and equal play for children with additional needs and SEND.
- **CHANGE FROM WITHIN** – formalise our partnership with delivery networks and introduce licencing of some of the charity’s intellectual property and deliver an improved play form to offer access to YST training and resources. Grow income and funding partners to ensure a balanced budget, while reducing our carbon footprint and improve the charity’s environmental sustainability. Improve YST business systems and processes to improve integration, efficiency, cost and user experience and focus on the identification, development and retention of a diverse and high performing team.

7.0 AUDITOR

Buzzacott Audit LLP have indicated their willingness to continue in office subject to approval by the YST Board at the AGM in July 2025.

8.0 STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps they ought to have taken as trustees to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees’ Report, including the Strategic Report, was approved on behalf of the board.



Mr Richard Davidson
Chair of trustees

Date: 16.7.25

Trustees' responsibilities in the preparation of the financial statements

The trustees (who are also directors of the Youth Sport Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the incorporated Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the group for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the charitable company, the group and of the income and expenditure of the group for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF YOUTH SPORT TRUST**Opinion**

We have audited the financial statements of the Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2025 and of the Group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have

performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Trustees' Report, which is also the Directors' Report for the purpose of company law and includes the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements..

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation), safeguarding legislation and the Code for Sports Governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 21 July 2025

	Notes	Unrestricted funds			2025 Total funds £	2024 Total funds £
		General funds £	Designated funds £	Restricted funds £		
Income from:						
Donations and capital grants	2	367,957	—	—	367,957	267,579
Charitable activities	3	—	—	10,684,864	10,684,864	8,559,277
Other charity trading activities	4	382,645	—	—	382,645	464,463
Investments	5	322,699	—	—	322,699	356,485
Other trading activities	6	464,273	—	—	464,273	443,331
Total		1,537,574	—	10,684,864	12,222,438	10,091,135
Expenditure on:						
Raising funds		41,176	192,049	319,360	552,585	538,522
Charitable activities	7	1,356,497	367,409	10,990,436	12,714,342	10,235,518
Other trading activities	6	259,716	—	—	259,716	179,802
Total	8	1,657,389	559,458	11,309,796	13,526,643	10,953,842
Net expenditure		(119,815)	(559,458)	(624,932)	(1,304,205)	(862,707)
Net movement in funds		(119,815)	(559,458)	(624,932)	(1,304,205)	(862,707)
Reconciliation of funds						
Fund balances at 1 April 2024		5,292,360	1,025,684	2,829,764	9,147,808	10,010,515
Fund balances at 31 March 2025		5,172,545	466,226	2,204,832	7,843,603	9,147,808

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All of the charity's activities derived from continuing operations during the current financial year.

All recognised gains or losses are included in the above statement of financial activities.

BALANCE SHEET

31 March 2025

	Notes	Group		Charity	
		2025 £	2024 £	2025 £	2024 £
Fixed assets					
Tangible assets	11	66,976	70,413	66,976	70,413
Investment in Subsidiary	18	—	—	1	1
		66,976	70,413	66,977	70,414
Current assets					
Stock		12,693	9,013	—	—
Debtors	12	1,001,297	1,232,108	783,220	1,014,775
Short term deposits		4,678,515	4,837,050	4,678,515	4,837,050
Cash at bank - 31 day notice		3,050,636	3,600,000	3,050,636	3,600,000
Cash at bank and in hand		1,169,632	765,365	872,710	422,305
		9,912,773	10,443,536	9,385,081	9,874,130
Liabilities					
Creditors: amounts falling due within one year	13	(2,136,146)	(1,366,141)	(1,987,275)	(1,232,214)
Net current assets		7,776,627	9,077,395	7,397,806	8,641,916
Total assets less current liabilities		7,843,603	9,147,808	7,464,783	8,712,330
Income funds					
Restricted funds	14	2,204,832	2,829,764	2,204,832	2,829,764
Unrestricted funds:					
General		5,172,545	5,292,360	4,793,725	4,856,882
Designated	15	466,226	1,025,684	466,226	1,025,684
Total funds		7,843,603	9,147,808	7,464,783	8,712,330

The parent charity's net movement in funds for the year was outgoing funds of £1,247,547 (2024: outgoing funds £1,011,866).

The financial statements on pages 30 to 48 were approved by the Board and authorised for issue on 16 July 2025 and signed on its behalf by:



Mr Richard Davidson
Chair

Company Registration No. 4180163 (England and Wales)

CONSOLIDATED STATEMENT OF CASH FLOWS

31 March 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in providing operating activities	A	(585,057)	(1,463,163)
Cash flows from investing activities			
	B	439,960	(4,497,734)
Change in cash and cash equivalents in the year		(145,097)	(5,960,897)
Cash and cash equivalents at the beginning of the reporting period		4,365,365	10,326,262
Cash and cash equivalents at the end of the reporting period	C	4,220,268	4,365,365

A Reconciliation of net expenditure to net cash flow from operating activities

	2025 £	2024 £
Net (expenditure) for the reporting period	(1,304,205)	(862,707)
Adjusted for:		
Depreciation charges for amortisation and losses on disposals	44,711	43,610
Interest from investments	(322,699)	(356,485)
Decrease in debtors	230,811	31,431
Increase / (Decrease) in creditors	770,005	(333,197)
(Increase) / Decrease in stocks	(3,680)	14,185
Net cash used in by operating activities	(585,057)	(1,463,163)

B Cash flows from investing activities

	2025 £	2024 £
Purchase of Equipment	(41,274)	(17,169)
Bank Interest	276,609	129,435
Purchase of short term deposits	(4,200,000)	(5,610,000)
Withdrawal of short term deposits	4,404,625	1,000,000
Total cash provided by / (used in) investing activities	439,960	(4,497,734)

C Analysis of changes in cash and cash equivalents

	2024 £	Cash flows £	2025 £
Cash at bank	765,365	404,267	1,169,632
Cash at bank – 31 day notice	3,600,000	(549,364)	3,050,636
Total cash and cash equivalents	4,365,365	(145,097)	4,220,268

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

General information

Youth Sport Trust is a charitable company incorporated in England and does not have share capital.

The address of the charity's registered office is SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Youth Sport Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below.

Basis of consolidation

The Group accounts consolidate the financial statements of the charity and its trading subsidiary, Youth Sport Trust Enterprises Limited ("YSTe") (company number 03289889), on a line by line basis. Intra-group transactions are eliminated on consolidation. Surpluses and deficits of organisations entering or leaving the Group are included from the date of acquisition or up to the date of disposal. The Charity has taken exemption from presenting its unconsolidated SOFA under section 408 of Companies Act 2006.

Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations and sponsorship income - the income received from donations and sponsorship is accounted for once the conditions for receipt have been met and there is probability of receipt. Donated assets are accounted for as soon as they are received and are included in the financial statements at a reasonable estimate of their value. Any income arising from donated assets is accounted for on a receipts' basis.

Government grants and contracts - the income arising from these sources is accounted for when, and to the extent, that the Group has the entitlement to the consideration and receipt of funds is probable.

Income (continued)

The recognition of income from government grants and contracts is dependent upon whether:

- ◆ the donor specifies that the grant or donation must only be used in future accounting periods; or
- ◆ the donor has imposed conditions which must be met before the Group has unconditional entitlement.

Fundraising event income is accounted for on a receivable basis.

Membership income is recognised in the year it is invoiced as the majority benefits accruing to members are received in the same year.

Investment income is recognised on a receivable basis.

Donated services and facilities

Where services are provided to the Group as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the Group.

Expenditure

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Group to the expenditure.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- ◆ Raising funds are those costs incurred in attracting income, and those incurred in any trading activities that raise funds.
- ◆ Charitable activities include expenditure associated with the provision and organisation of sports facilities in accordance with the objects of the charity and include both the direct costs and support costs relating to these activities.

Included within support costs are amounts for staff costs and governance costs (which include those incurred in the governance of the Group and its assets and are primarily associated with the constitutional and statutory requirements). This represents the allocation of salary costs for persons employed by the charity who are actively involved in both direct charitable activities in addition to administrative duties. All support costs have been allocated to Group cost categories on a basis consistent with the use of resources.

Taxation

YST is a registered charity and undertakes activities which, under present legislation, are not subject to Corporation Tax.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Debtors

Trade and other debtors, which are receivable within one year, are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and bank balances including short term deposits

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of three months or less from the date of acquisition. Short term deposits are defined as any deposit with a notice period of more than three months but not more than a year at the date of inception.

Trade creditors and liabilities

Trade creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Tangible fixed assets and depreciation

Tangible assets with a useful life of more than one year, and which cost in excess of £1,000, are capitalised and included at cost. Depreciation is provided on all tangible assets, so as to write off the cost of each tangible asset on a straight-line basis over its expected useful life as follows:

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Leasing and hire purchase commitments

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Accumulated funds

General funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity's mission. Where there is an underspend on a designated project, the funds are transferred to unrestricted funds.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Overhead costs are spread across the projects in proportion to total payroll and consultancy costs. The aim and use of each restricted fund are set out in the notes to the financial statements.

Transfers between unrestricted and restricted funds represent the charity's contribution towards the costs incurred in carrying out projects substantially funded by external restricted funding.

Going concern

YST has secured "system partner" funding from Sport England up to March 2027 at just under £3m a year and has a contract with the Wimbledon Foundation for a further 2 years that is in excess of £1m a year. The current FA contract runs to August 2025 and negotiations are in place to secure a further £1m that will go to August 2026. Currently 74% of the budgeted income for the financial year 2025/26 has already been confirmed.

The charity as at the year end had £4.8m of unrestricted reserves (excluding designated of £0.5m and trading company of £0.4m) which is more than the minimum reserves requirement of £3.2m.

Taking the above into consideration, the trustees consider that the Group has adequate funds to meet anticipated future objectives. The financial statements have been prepared on a going concern basis.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key estimates used are:

- ◆ Estimating the useful economic life of tangible fixed assets for the purposes of determining depreciation rates;
- ◆ Estimating the completion of multiyear projects, including how much income to defer or accrue;
- ◆ The allocation of staff and support costs; and
- ◆ Estimating future income and expenditure for the purposes of the going concern assessment.

We have considered whether the restricted funds received by the charitable company are performance related grants/contracts or not. For those we have concluded meet the definition of performance related grants/contracts, we confirm that the expenditure incurred on each grant/contract is the most appropriate measurement to determine the level of performance delivered.

1 Comparative information – statement of financial activities

	Notes	Unrestricted funds			2024 Total funds £
		General funds £	Designated funds £	Restricted funds £	
<i>Income from:</i>					
<i>Donations and capital grants</i>	2	224,859	—	42,720	267,579
<i>Charitable activities</i>	3	—	—	8,559,277	8,559,277
<i>Other charity trading activities</i>	4	464,463	—	—	464,463
<i>Investments</i>	5	356,485	—	—	356,485
<i>Other trading activities</i>	6	443,331	—	—	443,331
Total		1,489,138	—	8,601,997	10,091,135
<i>Expenditure on:</i>					
<i>Raising funds</i>		85,316	152,460	300,746	538,522
<i>Charitable activities</i>	7	1,388,658	129,145	8,717,715	10,235,518
<i>Other trading activities</i>	6	179,802	—	—	179,802
Total	8	1,653,776	281,605	9,018,461	10,953,842
<i>Net income (expenditure)</i>		<i>(164,638)</i>	<i>(281,605)</i>	<i>(416,464)</i>	<i>(862,707)</i>
<i>Transfers between funds</i>	15	—	—	—	—
<i>Net movement in funds</i>		<i>(164,638)</i>	<i>(281,605)</i>	<i>(416,464)</i>	<i>(862,707)</i>
<i>Reconciliation of funds</i>					
<i>Fund balances at 1 April 2023</i>		<i>5,456,998</i>	<i>1,307,289</i>	<i>3,246,228</i>	<i>10,010,515</i>
<i>Fund balances at 31 March 2024</i>		<i>5,292,360</i>	<i>1,025,684</i>	<i>2,829,764</i>	<i>9,147,808</i>

2 Donations and legacies

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Garfield Weston Foundation	100,000	—	100,000	—
John Armitage Charitable Trust	60,000	—	60,000	50,000
Foresters Friendly Society	45,176	—	45,176	30,000
Allianz SE (Germany)	—	—	—	42,720
Other grants and donations	162,781	—	162,781	144,859
Total	367,957	—	367,957	267,579

Donations and legacies comparative information

	Unrestricted funds £	Restricted funds £	2024 Total funds £
John Armitage Charitable Trust	50,000	—	50,000
Foresters Friendly Society	30,000	—	30,000
Allianz SE (Germany)	—	42,720	42,720
Other grants and donations	144,859	—	144,859
Total	224,859	42,720	267,579

3 Charitable activities

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Active Partnerships (funded by DFE)	—	90,657	90,657	77,571
Department for Education	—	299,865	299,865	295,069
Sport England	—	6,215,473	6,215,473	4,369,120
Sportscotland	—	100,983	100,983	49,595
Sport Wales	—	149,267	149,267	165,500
Charnwood Borough Council	—	256,971	256,971	297,443
Cornwall Council	—	9,234	9,234	63,450
Milton Keynes Council	—	9,531	9,531	42,340
Dorset Council	—	26,036	26,036	57,870
Oxfordshire County Council	—	16,743	16,743	—
Plymouth City Council	—	10,107	10,107	—
Wiltshire Council	—	14,645	14,645	—
Active Essex	—	12,970	12,970	—
Chance to Shine Foundation	—	11,102	11,102	27,224
Wimbledon Foundation	—	1,264,713	1,264,713	895,262
The Julia & Hans Rausing Trust	—	25,000	25,000	20,000
The Laureus Sport for Good Foundation	—	—	—	3,993
The Charity of Sir Richard Whittington – The Mercers' Company	—	50,668	50,668	80,661
Loughborough University	—	108,000	108,000	—
The Football Association	—	1,076,531	1,076,531	1,442,864
The Football Association of Wales	—	34,680	34,680	66,719
Ladies Gaelic Football Association	—	39,902	39,902	9,681
Lawn Tennis Association	—	74,648	74,648	58,400
Major League Baseball Europe Ltd	—	37,492	37,492	63,101
BaseballSoftballUK	—	—	—	34,289
Rugby Football Union	—	205,000	205,000	96,250
Lego	—	102,416	102,416	—
Lidl	—	159,005	159,005	145,310
Nike	—	—	—	7,848
Ortus Energy Ltd	—	75,000	75,000	25,000
Allianz Management Services Limited	—	100,000	100,000	84,500
Teach first	—	9,290	9,290	32,236
Other charitable activities	—	98,935	98,935	47,981
	—	10,684,864	10,684,864	8,559,277

All 2024 income from charitable activities related to restricted funds

4 Other trading activities

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Conferences/Membership & other	382,645	—	382,645	464,463

All 2024 income from other trading activities related to unrestricted funds

5 Investment income

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Bank interest – YST	315,946	—	315,946	351,113
Bank interest – Subsidiary	6,753	—	6,753	5,372
	<u>322,699</u>	<u>—</u>	<u>322,699</u>	<u>356,485</u>

All 2024 investment income related to unrestricted funds

6 Other trading activities

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Youth Sport Trust Enterprises				
Income:				
Net sales from trading activities	464,273	—	464,273	443,331
Expenditure:				
Net expenditure on trading activities	259,716	—	259,716	179,802

All 2024 income and expenditure from other trading activities related to unrestricted funds

7 Expenditure

Charitable activities:

Tactic 1: Equip educators to rebuild wellbeing and level up life chances of the young people most affected by Covid-19, and those suffering from the effect of inequalities.

Tactic 2: Empower young people by unleashing a nationwide community of young leaders who harness the positive power of play and sport to improve wellbeing, build friendships, and foster understanding.

Tactic 3: Unite a movement of organisations to reclaim play and sport at the heart of every school and make it fun for everyone.

Tactic 4: Mobilise influencers in all areas of public life to make the decline of physical activity levels and human connection in a digital age, matters of national concern.

Tactic 5: Help families understand and champion their children's physical literacy and its importance to a healthy and happy childhood.

Tactic 6: Change from within by increasing our impact on, connection with, and relevance to, a changing world.

Expenditure (continued)

	Direct costs £	Direct Salary costs £	Support costs £	2025 Total funds £	2024 Total funds £
Activity (Strategic Tactics)					
Educators	2,050,927	1,186,517	635,692	3,873,136	3,824,161
Young People	2,024,578	1,242,146	665,497	3,932,221	3,313,917
Organisations	2,306,612	832,758	446,161	3,585,531	2,375,964
Influencers in public life	234,861	15,288	8,191	258,340	46,540
Families	128,832	8,024	4,298	141,154	54,668
Change from within	86,593	545,244	292,123	923,960	620,268
	<u>6,832,403</u>	<u>3,829,977</u>	<u>2,051,962</u>	<u>12,714,342</u>	<u>10,235,518</u>

Direct costs and direct salary costs are on an as incurred basis. Support costs are allocated to charitable activities in proportion to direct salary costs.

Comparative information for expenditure on charitable activities

	Direct costs £	Direct Salary costs £	Support costs £	2024 Total funds £
Activity				
Educators	1,826,074	1,312,287	685,800	3,824,161
Young People	1,360,676	1,282,833	670,408	3,313,917
Organisations	1,264,713	729,838	381,413	2,375,964
Influencers in public life	39,813	4,418	2,309	46,540
Families	37,977	10,962	5,729	54,668
Change from within	59,210	368,487	192,571	620,268
	<u>4,588,463</u>	<u>3,708,825</u>	<u>1,938,230</u>	<u>10,235,518</u>

Support costs consist of:

	2025 Total funds £	2024 Total funds £
Salaries (management & administration), consultants and associated costs	1,214,927	1,134,198
Staff recruitment, training and welfare	93,019	93,415
Travel and subsistence	190,633	180,661
Office and IT costs	375,983	338,587
Rent, rates and service charge	125,422	137,976
Insurance	23,331	22,162
Depreciation	44,711	43,610
Governance costs	121,536	119,521
Costs attributable to the trading subsidiary	(137,600)	(131,900)
	<u>2,051,962</u>	<u>1,938,230</u>

8 Total expenditure

Total expenditure includes:

	2025 Total funds £	2024 Total funds £
Staff costs (note 10)	5,102,398	4,934,528
Auditor's remuneration:		
• Audit – current year	31,769	30,039
• Other – tax services	5,869	5,102
Operating lease rentals – land and buildings	44,890	44,890
Depreciation – owned assets	44,711	43,610

9 Trustees and key management personnel

None of the trustees (or any persons connected with them) received any remuneration during the year. Payments totalling £816 (2024: £1,690) were made to 6 (2024: 7) trustees to reimburse expenses.

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,792 (2024: £5,612).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the Group was £694,174 (2024: £720,224).

10 Employees

The average monthly number of employees during the year was:

	2025 No.	2024 No.
Programme delivery:		
• Direct delivery	61	62
• Programme support	29	28
Management and administration	22	22
	112	112

The average number of full-time equivalent employees during the year was:

	2025 No.	2024 No.
Programme delivery:		
• Direct delivery	57	59
• Programme support	28	27
Management and administration	21	20
	106	106

Employees (continued)

	2025 £	2024 £
Employment costs		
Wages and salaries	4,440,030	4,306,634
Social security costs	429,701	412,718
Other pension costs	207,642	194,947
Apprenticeship levy	20,825	20,229
	5,098,198	4,934,528
Redundancy costs	4,200	—
	5,102,398	4,934,528

Pension costs are allocated to activities in proportion to employee time spent.

The number of employees whose annual emoluments were £60,001 or more were:

	2025 No.	2024 No.
£60,001 - £70,000	8	6
£70,001 - £80,000	2	2
£80,001 - £90,000	—	1
£90,001 - £100,000	1	1
£120,001 - £130,000	—	—
£130,001 - £140,000	—	1
£140,001 - £150,000	1	—

The employer pension contributions in respect of the above employees were £42,452 (2024: £39,164).

11. Tangible Fixed assets – Group

	Computer equipment £	Fixtures, fittings and furniture £	2025 Total £
Cost			
At 1 April 2024	164,699	237,473	402,172
Additions	41,274	—	41,274
Disposals	—	—	—
At 31 March 2025	205,973	237,473	443,446
Depreciation			
At 1 April 2024	130,216	201,543	331,759
Charged in the year	36,506	8,205	44,711
Disposals	—	—	—
At 31 March 2025	166,722	209,748	376,470
Net book value			
At 31 March 2025	39,251	27,725	66,976
At 31 March 2024	34,483	35,930	70,413

12. Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	732,151	904,682	478,415	626,730
Prepayments and accrued income	269,146	276,725	265,358	269,425
VAT repayment	—	50,701	—	82,120
Amounts owed by group undertakings	—	—	39,447	36,500
	1,001,297	1,232,108	783,220	1,014,775

13. Creditors: amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	705,008	382,871	690,413	376,039
Accruals and deferred income	1,237,815	862,813	1,087,352	727,534
Other tax and social security	193,323	120,457	158,072	120,457
Amounts owed to group undertakings	—	—	51,438	8,184
	2,136,146	1,366,141	1,987,275	1,232,214

All financial instruments are measured at amortised cost.

	2025 £	2024 £
Net movement and deferred income		
Balance at 1 April 2024	322,321	277,495
Utilised during the year	(340,854)	(253,482)
Additional income deferred	298,796	298,308
Balance at 31 March 2025	280,263	322,321

Deferred income relates to projects that had not completed at year end, where final deliverables are still to be made.

14. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance 31 March 2025 £
	Balance 1 April 2024 £	Income £	Expenditure £	Transfers £	
Charitable activities					
Sport England (System Partner & delivery)	457,558	3,845,432	4,238,373	—	64,617
School Games	237,500	2,581,588	2,687,783	—	131,305
Barclays Girls Football School Partnerships by The FA	1,199,200	1,076,531	1,375,165	—	900,566
School Sport/Education & Delivery	10,219	—	10,219	—	—
Inclusion 2024	—	299,865	298,001	—	1,864
Teacher Training	41,316	—	37,799	—	3,517
Sport Wales - Sport & Leisure Recovery Package/ Vision.	3,847	149,267	153,114	—	—
Connecting Communities Through Cricket – Breaking Boundaries					
Set For Success	411,167	1,264,713	813,518	—	862,362
Fundamental Movement Skills	1,676	—	—	—	1,676
Dorset Council - Healthy Movers	—	26,036	26,036	—	—
Charnwood Borough Council - Generation Charnwood	99,204	256,971	287,900	—	68,275
Other individual programmes<£100k income	368,077	1,184,461	1,381,888	—	170,650
Total	2,829,764	10,684,864	11,309,796	—	2,204,832

Purposes of restricted funds

Sport England (System Partner & delivery)

In March 2022, YST was awarded a 5-year contract to support "System Partner" and school sport delivery roles. Sport England have embarked on their 10-year strategy to level up access to sport and physical activity across the country. The focus is to tackle inequalities and support everyone in England to access the profound physical, mental and community benefits of sport and physical activity. During the 5 years, work on school sport delivery will diminish and the System Partner role will increase.

School Games (Sport England)

School Games covers 2 areas of work:

- Hosting of the 2024 School Games National Finals at Loughborough University. Funded by Sport England, Home Countries and National Governing Bodies, this event contributes to the overall talent system by providing support to the development of aspiring athletes in a multi-sport environment.
- School Games Mark – programme is to create rigour and consistency across School Games Mark through the appointment of a third party to undertake the external validation process. They will also be used to illustrate to the DfE the impact of their equal opportunities' ambitions within PE and in the co-curricular space.

Barclays Girls Football School Partnerships by England Football (The FA)

YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024 (see section 4.6.2).

GDPR 15-Jul-2025 15:34:15 (4594cf08f97d0a8cf00b118bf01eb3b1)

School Sport/Education and Delivery (Sport England)

This programme is now complete.

Inclusion 2024 (DfE)

The main outcomes for Inclusion 2024 are to both increase and improve opportunities for young people with special educational needs and disabilities (SEND) in engaging with PE and School Sport. This requires examining and improving provision and training through high quality resources, innovating through place-based projects and increasing the quantity and quality of training for practitioners (see section 4.6.4).

Teacher Training (Sport England)

Building on the Secondary Teacher Training (STT) national rollout, this project enables schools to plan and implement work that aims to develop and redefine physical education to make it more engaging and appealing to all pupils.

Sport & Leisure Recovery Package/Vision for Sport in Wales (Sport Wales)

The partnership with Sport Wales has continued to empower more young people to reach their full potential through Sport and Physical Activity. This has been achieved through equipping educators, continuing to build and develop a strong network of practitioners and empowering young people to develop essential life skills and become the leaders of physical activity through Young Ambassadors across Wales.

Set For Success (The Wimbledon Foundation)

Set for Success is an intensive youth leadership initiative funded by the Wimbledon Foundation in partnership with Barclays and delivered by the Youth Sport Trust. Set for Success has been delivered since February 2020. The contract is in its second year of delivery since the renewal in 2023. It seeks to support young people at risk of not achieving their full potential through a series of active learning and sport sessions delivered by inspirational athlete mentors and teachers. Set for Success supports participants to improve their life and employability skills, their engagement at school, as well as develop their confidence, aspirations and self-esteem. The programme, which has been scaled up in 2023/24, was delivered in 15 areas of the UK this year to over 82 Set for Success schools. Delivery also includes a series of national and regional events, taking young people to inspirational venues such as the All-England Lawn Tennis Club (AELTC).

Fundamental Movement Skill (Nike)

YST and Nike have created a movement for sport play-kit for teachers and coaches which provides fourteen fun and progressively challenging activities for children aged 8-12 years to ensure that children develop a full range of movement skills, in terms of their stability, locomotion and object control.

Public Health Dorset (Dorset Council)

The Dorset Healthy Movers programme aims to develop physical literacy in children 2-5 years old and improve their school readiness and social mobility. It provides them with the opportunity to achieve a good level of physical development linked to their language and literacy skills. In doing so, it will increase the children's self-esteem and wellbeing, develop agility, balance, and co-ordination, which all help children gain a better start to their life, improve school readiness and, in time, social mobility.

Charnwood Borough Council – Generation Charnwood

Funded by Government through the UK Shared Prosperity Fund, this is a free-to-access programme for primary and secondary schools in the Leicestershire borough of

Charnwood. It is aimed at supporting teachers to equip pupils with the relevant life skills, resilience, and improved wellbeing to help them be ready for the world of work in the future. The programme is delivered jointly by the Youth Sport Trust and Active Together.

15. Designated funds

The income funds of the Group and charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2024 £	Utilised/ realised £	Transfer £	Balance at 31 March 2025 £
Investment plan – Developing Systems & processes	1,025,684	(559,458)	—	466,226
	<u>1,025,684</u>	<u>(559,458)</u>	<u>—</u>	<u>466,226</u>

Investment plan

In the 2022 Annual Report, the Youth Sport Trust earmarked £1,340,000 as designated funds to support the first phase (2022 - 2025) of their 13-year strategy “Inspiring Changemakers, Building Belonging”. The remaining balance of funds will be used to complete pilot projects for “after school activities” and “making an impact locally”. Furthermore, there are projects around improving our storytelling, understanding our audience, campaigning, improving our environmental sustainability and investing in digital technology.

16. Analysis of net assets between funds

Group	General funds £	Designated funds £	Restricted funds £	Total 2025 £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	66,976	—	—	66,976
Current assets	7,241,715	466,226	2,204,832	9,912,773
Creditors: amounts falling due within one year	(2,136,146)	—	—	(2,136,146)
	<u>5,172,545</u>	<u>466,226</u>	<u>2,204,832</u>	<u>7,843,603</u>

Group	General funds £	Designated funds £	Restricted funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	70,413	—	—	70,413
Current assets	6,588,088	1,025,684	2,829,764	10,445,536
Creditors: amounts falling due within one year	(1,366,141)	—	—	(1,366,141)
	<u>5,292,360</u>	<u>1,025,684</u>	<u>2,829,764</u>	<u>9,147,808</u>

Charity	General funds £	Designated funds £	Restricted funds £	Total 2025 £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	66,976	—	—	66,976
Investment in subsidiary	1	—	—	1
Current assets	6,714,023	466,226	2,204,832	9,385,081
Creditors: amounts falling due within one year	(1,987,273)	—	—	(1,987,273)
	4,793,727	466,226	2,204,832	7,464,785

Charity	General funds £	Designated funds £	Restricted funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	70,413	—	—	70,413
Investment in subsidiary	1	—	—	1
Current assets	6,018,682	1,025,684	2,829,764	9,874,130
Creditors: amounts falling due within one year	(1,232,214)	—	—	(1,232,214)
	4,856,882	1,025,684	2,829,764	8,712,330

17. Commitments under operating leases

The total, future, minimum lease payments under non-cancellable, operating leases are as follows:

Group and charity	Land and buildings	
Amounts due:	2025 £	2024 £
Within one year	44,890	44,890
Between two and five years	179,559	179,559
In over five years	572,344	617,234
	796,793	841,683

18. Subsidiary undertakings

The charitable company owns the entire issued share capital of YSTe, a company incorporated in England and Wales (registered number 03289889). YSTe's registered address is the same as the parent charity, as shown on page 1.

The principal activities of YSTe are the design and development of innovative resources and managing the supply chain. They market and sell specialist sports equipment, resources and other products (via an online store) that are sourced from suppliers in the UK and overseas. YSTe activities underpin the work of the Youth Sport Trust.

The result for the year ended 31 March 2025 was a profit of £211,309 (2024: £268,901 profit). At 31 March 2025, YSTe had assets of £623,150 (2024: £645,509), liabilities of £244,329 (2024: £210,029) and shareholders' funds of £378,821 (2024: £435,480).

19. Related party transactions

Two of the three members of the company (Sir J L Beckwith and Viscount Mackintosh of Halifax) are the trustees of Youth Sport Trust International (YSTi), an unincorporated charity.

	YSTi		YSTe	
	2025 £	2024 £	2025 £	2024 £
Sale of goods in year	12,407	22,177	137,600	162,317
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	—	35,792	95,180	139,972
Amounts due from related parties	20,993	1,352	39,447	36,500
Amounts due to related parties	—	5,665	51,438	8,184

During the year the following related party transactions took place:

- fees totalling £0 (2024: £146) have been paid to Jam37 in relation to consultancy services provided. The owner of Jam37, Joanna Coates, is also a trustee.
- fees totalling £4,000 (2024: £2,000) have been charged by Thread and Fable in relation to consultancy services provided. The owner of Thread and Fable is the spouse of Will Roberts who was an employee until 31st May 2024 and part of the Key Management (executive) Team.
- income totalling £21,144 (2024: £27,632) has been invoiced to Chance to Shine in relation to the Chance to Shine programme, of this £10,572 is included in debtors as at 31 March 2025. The CEO of the Youth Sport Trust is also a trustee of Chance to Shine.
- fees totalling £6,500 (2024: £0) have been charged by Davidson and Gill Executive Coaching in relation to consultancy services provided. The owner of Davidson and Gill Executive Coaching is the spouse of the CEO of the Youth Sport Trust.

None of the above transactions or balances with related parties are secured.

YOUTH SPORT TRUST

England & Wales - Charity number 1086915

Accounts

Youth Sport Trust

Annual Report and Financial Statements

Year Ended 31 March 2024

Company Limited by Guarantee
Registration Number 4180163
(England and Wales)

Charity Registration Number 1086915

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President	Sir John Beckwith CBE
Trustees	Richard Davidson (Chair) Claire Boakes Joanna Coates Valerie Copenhagen William Downie Paula Franklin John Gilligan Katherine Grainger Sajid Gulzar (resigned 6 July 2023) Melanie Honnor (resigned 6 July 2023) Fatou Jeng (appointed 6 July 2023) Abigail-Anne Misselbrook-Lovejoy (appointed 6 July 2023) Lipa Nessa (resigned 6 July 2023) Shweta Sharma Abhishna Yogarajan (appointed 6 July 2023)
Company Secretary	Peter Ellis
Chief Executive	Alison Oliver
Registered address	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
Company registration number	4180163
Charity registration number	1086915
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

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Santander
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NW1 3AN

Solicitors

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Arbor
255 Blackfriars Road
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SE1 9AX

Hamlins LLP
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WC2B 6AN

The trustees present their report together with the financial statements of the Group for the year ended 31 March 2024.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and the Companies Act 2006.

1.0 CHAIR'S INTRODUCTION

Welcome to the Youth Sport Trust's Annual Report for 2023/24. We are proud to be the UK's leading children's charity for improving young people's health and wellbeing through sport and play. This report gives an insight into our activities during the past year, and we hope you find it informative.

The work of the Youth Sport Trust (YST) is driven by the scale of the crisis facing young people in all areas of the United Kingdom today. With the lingering effects of COVID and lockdowns still being felt by young people and increasingly sedentary lifestyles and challenges associated with the growth of screens and digital devices, too many children are inactive. This is worsening the crisis in children's physical, mental and social wellbeing, creating a generation that is unhappier, unhealthier, and more distracted than previous generations.

We know increasing opportunities for PE, sport and play can have a hugely positive impact on the lives of young people. By empowering young people to be physically active from an early age we can fully unlock their potential, providing them with life-changing experiences and skills which will help them to live happier and healthier lives, now and in the future.

2023/24 was the second year of our bold and ambitious 'Inspiring Changemakers, Building Belonging' strategy which highlights a need for transformational change and sets out our commitment to fight for urgent action now, whilst also pursuing the generational shift and societal change we aspire to achieve by 2035.

In the last year, over 8,500 practitioners were trained to provide high quality inclusive PE and school sport and nearly 150,000 young people took part in activities made possible by the Youth Sport Trust, including more than 12,000 young people trained to be leaders to their peers.

Our annual Girls Active survey results hit the headlines in 2023 when we reported enjoyment levels in PE were dropping for girls and in December the media highlighted as a 'national concern' our reflections of the Sport England Active Lives data, showing more than half of young children in England do not meet the UK Chief Medical Officers' guidelines for daily activity.

In January we launched our manifesto for action, ahead of the General Election in 2024. '*Improving children and young people's wellbeing and achievement*' – informed by insights from other leading organisations across a range of sectors - called for a new, long-term, joined-up national plan guaranteeing every child access to the UK Chief Medical Officers' guidance of 60 active minutes a day by creating a nation of active and well schools and setting out a clear vision for increasing physical activity levels.

Throughout the year we were inspired by stories of young people becoming leaders in their communities and teachers and schools leading the way in making real and significant improvements to young people's lives. Our Young Changemaker Awards saw seven young people recognised for their work as role models in their communities and changing lives through the power of sport. On the eve of our Annual Conference, we also recognised leaders from across the education sector at our Annual Conference Awards, sharing their stories of best practice and innovation to inspire others to change the lives of young people.

We continue to be led by youth voice through our Youth Board, Team Leaders and Changemakers, as exemplified by our first ever Youth Summit, where more than 80 young people came together from across England, Scotland and Wales, to co-design together a youth call to action.

We were delighted to welcome Sir Mo Farah onboard as our National School Sport Champion, working with us to empower more young children in the UK to be physically active. Mo's Mission is to get as many young people as possible moving on a daily basis, ensuring every child has the opportunity to be active for 60 minutes a day, of PE, sport and play.

Throughout 2023/24 and all the activity outlined above, we have ensured we have remained focussed on our vision to ensure every child enjoys the life-changing benefits of play and sport. We will continue to target resources towards those with the greatest need and advocate for greater inclusion and access to sport and activity for all. By equipping educators and empowering young people to build brighter futures, together we will continue to create opportunities for everyone to belong and achieve.

STRATEGIC REPORT

2.0 STRUCTURE, GOVERNANCE AND MANAGEMENT

2.1 Governing document

YST is a charitable company limited by guarantee, incorporated on 15 March 2001, and registered as a charity on 5 June 2001. It succeeded an unincorporated charitable trust established in 1994. The company was established under a Memorandum of Association which established the objects and powers of the charitable company. The company is now governed under its Articles of Association (revised 25 June 2019), which now incorporate the objects and powers. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

2.2 Appointment of trustees

The YST Board is composed of a maximum of 12 independent trustees who are the directors of the charitable company. Specific roles on the Board include a Chair, Senior Independent Director, Welfare & Safety Lead and Equality, Diversity & Inclusion Lead. The charity also has a Youth (advisory) Board, the chair of which has a ringfenced seat on the main Board.

As set out in our Articles of Association and the YST Board Terms of Reference, all trustees are appointed for a term of three years and shall be eligible for reappointment for a further two terms, at which point they must retire from office. In exceptional circumstances, and where the trustees consider that it would be in the best interests of the charity, a trustee (or Chair) who has served a maximum of three consecutive terms may continue to serve for an additional one-year period. However, any trustee who is subsequently appointed as Chair following a period of service as a trustee may continue to serve on the Board for the period of such appointment, subject to a maximum term of 12 years on the Board, inclusive of their term prior to such appointment.

The focus of the charity is maximising the positive impact of play and sport on young peoples' education and development. YST undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, significant consideration is given to equality and diversity and lived experience when selecting suitable candidates to ensure we benefit from a wide range of experience in our decision making. The recruitment process is carried out by the Nominations, Governance and Remuneration (NGR) sub-committee of the Board, through an open and publicly advertised recruitment process. All Board vacancies are advertised on the YST website, our partners' websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds. The Board is

currently (March 2024) comprised of 9 women and 3 men, including representation of trustees from ethnic minority groups, and one trustee with a disability.

Our trustees and patrons give their time freely but can claim expenses associated with meetings, induction and training. £1,690 was paid for the reimbursement of their expenses during the year (2023: £714).

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,612 (2023: £5,389).

In addition to our trustees, YST utilises volunteers in varying capacities from individuals helping at sporting events and fundraisers, through to Ambassadors and our Youth Board, which sits at the pinnacle of a national movement of young sports leaders who are either currently engaged in, or alumni of, our programmes. The work of our volunteers is detailed in note 10 of the accounts (Employees).

2.4 Key Management

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity.

A Chief Executive ("CEO") is appointed by the trustees to manage the day-to-day operations of the charity. The current CEO is Alison Oliver MBE. To facilitate effective operations, the CEO has delegated authority for operational matters within terms of delegation approved by the trustees, including finance, employment, and performance related activity. Key leadership personnel include a Chief Operating Officer, a Chief Brand Officer and 4 Directors (Finance & Governance, National Programmes, Networks and Corporate Coach).

In accordance with our remuneration policy, each year the executive team recommend to the Board (via the NGR Committee) a sum to be included in the salaries budget to fund an annual pay increase. Allocation of this sum is then managed in three ways:

- The Board (via the NGR Committee) will consider and determine any pay award for the CEO;
- The CEO will recommend to the Board (via the NGR Committee) any pay award for the executive team; and
- The CEO, in consultation with the executive team, will recommend to the Board (via the NGR Committee) any pay award for staff.

This year the Board approved a 5% cost of living contribution to staff salaries.

The NGR Committee are also involved in approving any recommendations arising from 3-yearly, independent Pay & Benefits benchmarking exercises, led by the Assistant Director for Human Resources.

2.5 Annual Governance Statement 2023/24

Commitment and Compliance

As an organisation which receives public funding through Sport England, we are required to comply with [A Code for Sports Governance](#) (the "Code") and in February 2024, YST received confirmation from Sport England that we are compliant with all requirements of the Code, including requirements 2.1 – 2.3, related to diversity and inclusion.

This year, we also received a report from Sport Wales of our compliance with their 'Capability Framework', following their audit of YST in February 2023. The report commended our commitment to good governance and identified 16 areas of 'best practice'.

This annual governance statement is prepared to provide a regular update for our stakeholders.

YST's Governance Framework

The YST Board is responsible for administering the charity. It has two established sub-committees:

Audit and Risk Committee - chaired by one of the trustees, with at least two other trustees as members. The Committee is responsible for overseeing all financial and audit aspects of the YST, including risk management and internal control systems, and for reporting back to the main board.

Nominations, Governance and Remuneration (NGR) Committee - chaired by the Chair of the YST Board, with at least two other trustees as members. The Committee is responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring YST's governance framework and Board membership; and advising on remuneration in accordance with our remuneration policy.

The Terms of Reference for these committees, along with those of the main Board, can be found on our [website](#).

The Board met four times in 2023: 1 February (face-to-face), 26 April (virtual), 6 July (face-to-face, including AGM) and 26 September (virtual), plus an overnight Board Retreat and meeting held on 28/29 November.

In 2024, they met on 13 February (face-to-face), 1 May (virtual), 17 July (face-to-face,) and will meet on 26 September (including AGM), with an overnight Board Retreat and meeting to be held on 27/28 November.

Governance actions

In October 2023, we undertook our annual, internal evaluation of Board performance, using an online survey which was completed by trustees. Questions were grouped into 10 categories: Objectives, Strategy and Remit; Board Conduct; the Chair; Board Membership and Executive Attendance; Performance Management; Risk Management, Stakeholder Relationships; Chair and CEO Relationship; Sub-Committees; and Diversity and Inclusion. The results were, once again, extremely positive, with an average score for each category of between 4.74 – 4.92 out of 5. The trustees discussed the findings in November, and as a result, updates from trustees on health, sport and education will be incorporated into the annual strategy review at the November 2024 Board Retreat.

The Board evaluation survey also included an opportunity for trustees to rate their individual knowledge and understanding across a range of areas. The results from this self-assessment feed into the Learning and Development plan for trustees.

We develop a Board Improvement and Governance Action Plan on an annual basis, progress against which is monitored by the Board, through the NGR Committee. This plan is developed from the findings from the Board Evaluation and internal and external assessments of compliance with the "Code", Sport Wales' Capability Framework and the Charity Governance Code.

Our key governance work this year has focused on the following:

- Finalising our [Diversity and Inclusion Action Plan](#) which has recently been published on our website. This represents the culmination of an extensive external, independent review and approval process with Sport England.
- Development of our environmental and sustainability governance framework, including:
 - Publishing our Environmental & Sustainability policy, including our commitment to net zero by 2050;
 - Formulating our Environmental & Sustainability Action Plan, driven through the 'FuturePlus' platform, which is an ESG impact measurement tool, to monitor and externally validate our progress;
 - Measuring our Scope 1 and 2 emissions (baselined in 2022/23);

- Baseline measurement of our most significant Scope 3 emissions for 2023/24 (business travel and employee commuting); and
- Measuring the environmental footprint of YST's 2024 Annual Conference.

Three new trustees joined our Board this year, one of whom had previously been an observer on the Board.

Our staff completed the annual, Best Companies 'b-Heard' survey in September/October 2023. The results were slightly down on the previous year (696.9 c.f. 703.2) but we remain as a 2-star, outstanding company to work for. We have achieved a position on the following three lists: Best Charities to work for – 15th; Best East Midlands Companies to work for - 34th; and Best Mid-Sized Companies to work for - 75th.

All of our key governance documentation can be found on our [website](#) including this report, our [Annual Impact Report](#), [Strategy](#) and key policies.

3.0 OBJECTIVES AND ACTIVITIES

3.1 Charitable Objects

The charity was founded on a belief that high quality and positive experiences in sport can change lives. When used strategically and intentionally sport can improve physical, social and emotional wellbeing, it can foster belonging and promote inclusive attitudes and can develop skills for life and sport. These are essential ingredients for children to fulfil their potential in school. Our theory of change details the outcomes we seek and the changemakers we will work with to achieve our aims. As well as working directly with young people and young leaders, we will involve educators, partner organisations and families, to ensure that we can make the societal shifts needed for sustainable change.

The charity's objects ("Objects") for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally ("Young People") are:

1. To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.
2. To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.
3. To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration and co-operation amongst providers of sport, physical activity, and physical education, and between sport, education and health providers.
4. To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.
5. To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).
6. To advance such other charitable purposes as the directors may from time-to-time think fit.

3.2 Mission and vision

The vision of YST is, a future where every child enjoys the life-changing benefits that come from play and sport.

Our mission is to equip educators and empower young people to build brighter futures. Together we create opportunities for everyone to belong and achieve.

3.3 Strategy

The work of the charity extends from influencing policy and building networks which support long term sustainable change, to innovating new ways to harness the power of play and sport within the education and development of young people. We also implement programmes and services and improve practice by celebrating and disseminating effective practice.

We work most closely with schools and Multi-Academy Trusts (MATs). We collaborate and partner with several organisations at a national level including Teaching Unions, Academy Chains, Home Country Sports Councils, National Governing Bodies of Sport, equality organisations, other youth facing charities and non-governmental organisations. We also work with regional and local partners such as Local Authorities, Active Partnerships and a range of small, community-based charities, enabling us to deliver holistic programmes which operate within and beyond the school gates. A number of our projects and programmes are supported through business and corporate partnerships.

We are not a grant giving organisation, however there are occasions where we will seed fund a project or initiative as part of a pilot programme that is later integrated into our mainstream programme delivery.

2023-24 marked the second year of delivery against our 2022–2035 strategy 'Inspiring Changemakers, Building Belonging'. This strategy has 3 high level objectives which are detailed below.

- **Urgent action** – Build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged;
- **Generational Shift** - To balance the demands of the digital age through the human connection of physical play and sport; and
- **Societal change** - Transform society's perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

We have identified six key groups of changemakers who are best placed to help take urgent action and build belonging. These six key changemaker audiences each align to one of our six core tactics which we have identified as underpinning our approach to the three strategy objectives for the first phase of the strategy (2022 – 2025).

- **Tactic 1:** Equip educators to rebuild wellbeing and level up life chances of the young people most affected by Covid-19, and those suffering from the effect of inequalities.
- **Tactic 2:** Empower young people by unleashing a nationwide community of young leaders who harness the positive power of play and sport to improve wellbeing, build friendships, and foster understanding.
- **Tactic 3:** Unite a movement of organisations to reclaim play and sport at the heart of every school and make it fun for everyone.
- **Tactic 4:** Mobilise influencers in all areas of public life to make the decline of physical activity levels and human connection in a digital age, matters of national concern.
- **Tactic 5:** Help families understand and champion their children's physical literacy and its importance to a healthy and happy childhood.

- **Tactic 6:** Change from within by increasing our impact on, connection with, and relevance to, a changing world.

We will be reviewing these tactics as part of the development of phase 2 of the strategy (2025 – 2028).

In the last 12 months we have made significant progress against the strategy. We elevated a number of activities within the strategy to become our 'key moves' for the first phase to 2025, and developed success measures for each of the strategy objectives to 2035. While our delivery against the success measures can be found in the Impact section of this chapter, the 'key moves' are listed under each objective with a summary of the progress made in the past 12 months shown in italics:

URGENT ACTION – Key Moves

- Build a school movement in Well Schools, creating the conditions for the delivery of high quality CPD and support for teachers, and support for families, targeting young people facing the impact of inequalities - *there are now 1,601 schools and 1,081 schools in Trusts in the Well School movement.*
- 20 Growth Areas established and operational – *we have mapped both need through indices of multiple deprivation, and readiness through our existing school data, to identify 20 Growth Areas which are now priorities for fundraising and investment.*
- 3 Place Based areas established and operational – *our 3 placemaking areas are: Knowsley, Perry Barr and Tower Hamlets. In each area we are working within the wider ecosystem, connecting with public health, the youth sector, criminal justice and others.*
- Staff recruited, trained & supported to have the greatest impact on young people facing the impact of inequalities – *we have recruited a dedicated member of staff in our placemaking areas and have invested in professional development for all programme managers in system thinking and working.*
- Increased sum and proportion of our income focused on young people facing the impact of inequalities.
 - *21,743 young people involved in YST targeted interventions in 2023:*
 - *50% female*
 - *40% from ethnically diverse communities*
 - *45% with special educational needs and disabilities*
 - *38% eligible for free school meals*

GENERATIONAL SHIFT – Key Moves

- Relaunch the Young Ambassador Movement, supporting young people nationwide to advocate for change with a powerful and united voice – *we have completed all the necessary planning ahead of relaunching Young Ambassador conferences in 5 areas in the 2024 summer term.*
- Create a new type of club environment for the next generation of sports volunteers – *we have completed the alpha stage of development of this new club environment and via a Youth Leadership residential camp this year we are entering the beta phase in summer 2024.*
- Publish and advocate a new youth leadership framework with belonging at its heart, embedded in all our work, ensuring we have a significant and unique impact on our targeted young people - *this is now published and freely available via our website. All YST youth leadership interventions will now be developed using this framework.*
- Young people's voice is heard and/or they are co-creating on all YST development projects – *we have a dedicated internal lead on youth co-creation and all programme managers have been trained on this.*

- Partnerships in place with local and national organisations to increase the reach of this young people driven generational shift – *we are working in partnership with several youth centred organisations such as StreetGames, London Youth, London Youth Games, National Youth Agency and Access Sport.*

SOCIETAL CHANGE – Key Moves

- Create the strongest arguments for the need for change for young people – *we published the second PE and School Sport Report in May 2023 and will publish the 2024 edition in National School Sports Week (NSSW).*
- Create a compelling case in data and storytelling of the impact of our mission on young people – *we hosted the inaugural YST Young Changemaker Awards in January 2024 creating a suite of human-interest stories, films and case studies.*
- Target our work to prove the case in a number of areas nationally – *we are using our placemaking areas and growth areas to focus our influencing.*
- Successfully deliver a series of impactful campaigns reaching families and wider society (e.g. NSSW) – *we delivered a successful NSSW in 2023 (with 138% increase in schools taking part) and announced Sir Mo Farah as the new YST School Sport Champion in January 2024 alongside our Manifesto for Action ahead of the General Election.*
- Secure partnerships to amplify our voice with families – *we delivered an Active Summer Reading Challenge in Partnership with the National Literacy Trust.*

During 2023-24 the charity forged several new partnerships including with Sports Direct supporting National School Sports Week, Allianz supporting our Inclusion work around improving the quality and access to play and sport for pupils with SEND, and LEGO supporting our inclusion work around gender equality. We were also contracted by the Oak National Academy as part of a consortium developing and delivering the PE curriculum and associated teaching materials, completed the final year of the DfE Inclusion 2024 contract and started work as a member of the consortium delivering the DCMS Opening School Facilities programme.

The charity entered year two as a Sport England System Partner supporting sport in schools, and continues to be commissioned by Sport England to deliver the School Games. In 2023 the charity secured a number of local commissions to deliver targeted interventions in Early Years through the YST Healthy Movers Programme and interventions to support young people at risk of mental ill health through the YST Active in Mind programme.

3.4 Public Benefit

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and confirm that they have complied with their duty in Section 17 of the Charities Act 2011.

The work of YST cuts across a number of key policy areas, including youth, health, education, sport and community development. Our work to broaden and develop play, physical education and sport opportunities for young people not only makes them fitter and healthier, but also improves their confidence and self-esteem, enhances their achievement across the curriculum, supports their wider engagement in the community and allows them to build the foundation for an active, healthy lifestyle.

The work we do to develop young people as leaders has benefits beyond sport - the skills that are developed in this area can stay with young people for life. A large number of the young people trained in leadership skills by the YST go on to volunteer in the local community, bringing significant social benefit.

YST's work has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-represented groups such as young women and girls, young people with special educational needs and disabilities (SEND), young people from diverse ethnic and cultural backgrounds and young people from socio-economically disadvantaged backgrounds.

Supporting and aiding each young person to achieve their personal best in sport demonstrates the ability of every young person to succeed and to achieve. Through allowing talent in sport to emerge – as an athlete, leader or coach – we help to create positive role models and future leaders.

In addition, in 2023 we have seen a growth in our work with Multi-Academy Trusts through the Well School Network. Trusts have been particularly interested in working with us to understand the role sport can play in them delivering their civic duty and making a wider contribution to their community.

4.0 ACHIEVEMENTS AND PERFORMANCE

4.1 Performance Indicators

NOTE: YST's performance measurement (KPIs and metrics) are aligned to academic years (2022/23) whereas the financial information in this report relates to the financial year ending 31 March 2024.

During the academic year of 2022/23 we continued to evaluate the impact of our work against our new strategy. We apply a Monitoring and Evaluation (M&E) Framework, which aims to bring about greater consistency in the way we collect evidence of our impact. The framework is used to guide all aspects of our work, including design, delivery and evaluation.

Our suite of outcome indicators is set out below:

Young people outcomes

- Increased resilience, social connectedness, happiness;
- Increased enjoyment and confidence to take part in sport and physical activity;
- Increased leadership, teamwork, communication and self-belief;
- Improved sense of belonging to sport and physical activity; and
- Percentage of young people involved in our programmes who face disadvantage and/or have lower levels of activity.

Adult impact

- Increased confidence, competence and motivation in their role.

Whole School & Wider Societal Impact

- Improved perceptions of PE and school sport.

4.2 Reach

In the academic year ending in August 2023, we provided innovative content and worldclass training, helped unite the school sport sector in collaborative action and worked alongside the wider sport and active leisure sector to raise awareness of the most important issues. In addition:

- 144,430* young people participated in a YST programme;

(of these, 122,687 young people participated in our national girls' football programmes and 21,743 young people participated in our targeted interventions);

- 12,491 young people were trained by the YST; and
- 8,612 adults were trained by the YST.

**This figure does not include young people participating in the School Games and affiliated programmes (Change4Life and Leadership Academy). This exclusion, along with Sport England's change in investment policy, means participation figures have dropped year on year.*

4.3 Influencing and advocacy

Throughout the year we continued to campaign on behalf of young people, schools and the school sport delivery network. We worked to raise awareness of the need to tackle the decline in children's activity levels, united with partners and championed the importance of investing in PE and school sport to government.

National School Sport Week (NSSW) is our annual campaigning week. This year it was powered by Sports Direct and in the June 2023 campaign we asked schools and caregivers to '#PledgeToPlay' to support young people to be active for 60 minutes. We provided a range of free to access resources, including video case studies and 'Sports Slam' downloadable activities to support this. In total, 1,780 schools, 143 organisations, 182 families and 57 MPs signed up to the campaign, resulting in 589,714 people pledging to be active for 60 minutes every day. 2,890 NSSW resources were downloaded, and 574 articles were published in the media, reaching a potential audience in excess of 28 million, helping us to raise awareness of the UK Chief Medical Officers' 60 minutes a day recommendation.

In the 2022/23 academic year we also:

- Consulted with DCMS on the development of the long-awaited national Sport Strategy 'Get Active';
- Submitted three consultation responses and appeared at two select committees;
- Hosted three, high profile MP visits as part of National School Sports Week and 57 MPs pledged their support for the campaign; and
- Delivered 4,558 media articles covering our mission (including 199 mentions on broadcast media, delivering an estimated 504 million opportunities to view).

For more information on our influencing and advocacy, please see our [Impact Report](#).

In January 2024, we launched our manifesto which sets out how we can improve children and young people's physical, mental and social wellbeing by increasing levels of physical activity. It was developed with contributions from children and young people, teachers and school leaders, and representatives from youth, health and wellbeing, physical activity and sport organisations.

Our manifesto calls for a new, long-term, joined-up national plan guaranteeing every child access to 60 minutes a day of PE, sport and play by creating a nation of active and well schools. Underpinned by investment and supported by a campaign to raise awareness of recommended activity levels, this plan advocates to:

- Resource a dedicated coordination and delivery team working across a family of schools in every community;
- Introduce a new national wellbeing measurement for children, to track progress and target interventions;
- Protect and increase spaces for play and physical activity in every locality, and provide co-curricular sport for all children;

- Reimagine Physical Education, making it a core subject developing physically literate children, healthy learners and active citizens; and
- Formalise existing youth sport leadership opportunities into a national young sport volunteers programme delivering year-round social action.

We are calling on the next government to prioritise the transition to this model by starting in the most disadvantaged areas first, demonstrating the impact and generating learning to inform national implementation.

In the 2022/23 academic year, we also:

- Delivered 20 new evaluations and 13 new pieces of published research;
- Developed and launched a new, sector-wide [Knowledge Bank](#);
- Published our second [PE and School Sport Report](#), collating the latest evidence and research into children's wellbeing, issues faced and the benefits of PE, play and sport, from a variety of sources, into one central repository; and
- Ran two, sector-wide, research summits to facilitate cross-sector learning and information sharing, supporting the sector in taking an evidence-led approach to development.

4.3 Building sustainable structures

At YST we believe transformational change can only be achieved through the formula of embedding innovative content, through world class delivery, into sustainable structures. In 2022/23 we supported the following YST networks:

- 2,514 member schools;
- 1,528 Well Schools;
- 450 School Games Organisers;
- 189 school partnerships within the Schools Active Movement;
- 109 PE CatalYSTs;
- 125 Multi-Academy Trusts engaging directly with YST;
- 61 Headteacher Ambassadors; and
- 70 organisations within the School Sport and Activity Sector Partnership.

For more information on YST building sustainable structures, please see our [Impact Report](#).

4.4 Equipping educators

As a charity, we use a very successful cascade model for training, which builds capacity, capability and sustainability in the structures we work with. The role of our Learning Academy of tutors, trainers, coaches and Athlete Mentors is to equip educators with the skills and resources to help young people enjoy the life-changing benefits of play and sport.

In the 2022/23 academic year, 8,612 teachers, coaches and practitioners were trained to deliver physical education, sport and play to support the development of young people. As a result of attending training with YST:

- 99% of practitioners felt more competent in their role;
- 99% felt more confident; and
- 99% felt more motivated.

For more information on YST equipping educators, please see our [Impact Report](#).

4.5 Empowering young people

By building their leadership skills and improving their confidence, competence, motivation, knowledge and understanding, we empower young people to harness the extraordinary power of sport and play to change lives.

In the 2022/23 academic year, 144,430 young people participated in an activity made possible through the work of YST. As a result of taking part in our projects and programmes:

- 76% reported improvements in their confidence in taking part in physical activity;
- 74% reported improvements in their enjoyment of taking part in physical activity;
- 68% reported improvements in their happiness overall;
- 69% reported improvements in their social connectedness;
- 57% reported a 'great' improvement in their sense of belonging;
- 83% reported improvements in their communication skills;
- 87% believed their leadership skills had improved;
- 73% felt that their resilience had improved;
- 84% reported improvements in their team working skills; and
- 82% reported their self-belief had improved.

In addition, 12,491 young people were trained through YST to become young leaders to their peers.

Young people participated in or were trained through our programmes, of which some are detailed under section 4.6. For more information on YST empowering young people, please see our [Impact Report](#).

4.6 National Programmes

Below are some highlights from a range of our programmes.

4.6.1 School Games

Supported by Sport England and the National Lottery and delivered on behalf of the Department for Digital, Culture, Media and Sport (DCMS), the School Games is a framework delivered locally by a national network of 450 School Games Organisers who aspire to make a positive difference to the lives of young people through accessible, equitable, competition for all within school sport and physical activity.

At the School Games Summit in July 2023, all School Games Organisers came together and committed to three School Games pledges through to 2025:

- Tackle inequalities to increase participation of schools from the most underserved communities;
- Ensure physical literacy and positive experiences are created and promoted for children and young people; and
- Embed youth engagement to enhance the principle of 'by young people, for young people'.

In the 2022/23 academic year:

- 26,051 events were held throughout the School Games network;
- 2.2 million young people participated in School Games opportunities, of which 29% were from ethnically diverse communities and 14% had SEND;

- 19,727 schools were registered in the School Games network and are supporting our mission; and
- 7,539 schools submitted an application for the School Games Mark, which rewards schools for their commitment to the development of competition across their school and into the community – 475 schools were at platinum status.

You can read more about the School Games here: www.yourschoolgames.com/about/.

4.6.2 Barclays Girls' Football School Partnerships by England Football

The Football Association's (The FA) vision is to ensure that every girl has equal access to football in school and clubs by 2024, with the goal of 90% of schools nationally offering girls equal access to regular extra-curricular football and 75% of schools nationally offering girls equal access to football in PE lessons.

Driving The FA's vision is Barclays Girls' Football School Partnerships by England Football, a nationwide scheme to mainstream football in school for girls. YST provides the day-to-day coaching and support of the network of local strategic leads and equips them with programmes, such as Disney inspired Shooting Stars by England Football and Barclays Game On part of England Football, alongside training for girls and their teachers.

In 2022/23:

- 123,000 girls participated in the programme, 31% of which were from ethnically diverse communities;
- A further 2,500 girls were trained to be leaders in football to their peers;
- 75% of schools in England are now providing equal access to football in the curriculum for girls – hitting our 2024 target a year ahead of schedule; and
- 58% of schools are providing equal access to extra-curricular football for girls.

4.6.3 BE Football

In partnership with the Football Association of Wales (FAW), BE Football is a programme for secondary schools in Wales that focuses on the importance of teamwork and character development to the new Welsh Curriculum. It aims to develop:

- Girls' character skills through football activity;
- Curriculum learning with trained PE staff; and
- Extra-curricular clubs led by trained Football Influencers.

In the 2022/23 academic year, across 26 schools, over 47 influencers were trained, over 808 girls participated in curriculum football activities and over 608 girls participated in extra-curricular football activities.

4.6.4 Inclusion 2024

Designed to increase the opportunities for children with SEND to engage in PE and school sport, Inclusion 2024, funded by the Department for Education, is a collaboration between pupils, schools, practitioners and partners including Activity Alliance, the British Paralympic Association, nasen and Swim England.

In the 2022/23 academic year, the programme involved over 28,000 interactions with members of the school workforce through training, networking, practice modelling and information sharing. 75% of school staff felt that their Lead Inclusion School has helped them to feel more supported in delivering inclusive PE and school sport. Almost half of pupils with SEND were achieving 60 active minutes a day and 7 out of 10 were achieving 30 active minutes.

4.6.5 Young Ambassadors

Over a decade on from being established as a London 2012 legacy programme, the Young Ambassadors movement continues to be at the heart of sports participation programmes, thanks to partnerships between YST, Sport Wales and sportscotland. The Young Ambassadors programme aims to ensure young people are heard, valued and have a platform to influence and drive change in sport.

In Wales, in the last academic year, 645 Young Ambassadors from across 15 Local Authority areas delivered soft launch projects to test a new programme vision in their local communities, and 65 adults attended three events, which incorporated training to enable them to successfully implement the new vision in their local authorities.

Young Ambassadors in Wales is delivered by the Youth Sport Trust and in Scotland it is led by sportscotland and supported by the Youth Sport Trust through Lottery Funding.

4.7 Targeted interventions

Below are some highlights from a range of our targeted interventions.

4.7.1 Physical Literacy in the Early Years – ‘Healthy Movers’

Designed to support the physical literacy, wellbeing and school readiness of 2-5 year olds, Healthy Movers delivers resources and training for early years’ practitioners, which families can continue to use at home.

In the 2022/23 academic year, Healthy Movers training was delivered to 324 practitioners across Cornwall, Bedfordshire, Hull, East Suffolk, Liverpool, Wiltshire, and Dorset, benefitting over 1,620 children.

In 2023, a synthesis of outcome data for the Healthy Movers programme from 2018 to 2023 demonstrated that:

- 92% of practitioners said that Healthy Movers had a very positive or positive impact on the amount of time children spent being physically active at their early years setting;
- 98% of practitioners said that Healthy Movers had a very positive or positive impact on children’s enjoyment of physical activity;
- 98% of practitioners said that Healthy Movers had a very positive or positive impact on children’s confidence to be active;
- 96% of practitioners said that Healthy Movers had a very positive or positive impact on children’s physical skills, e.g. balance, locomotion and object control; and
- 88% of parents also said that Healthy Movers had helped their child to be more active.

4.7.2 Mental Health & Emotional Wellbeing - ‘Active in Mind’

Active in Mind (AiM) is designed to prevent and improve mental health issues in adolescence. It uses the evidence of what works to address stress and anxiety in young people, helps them build personal strategies for resilience and uses the power of peer mentoring through a trauma-informed approach.

In the 2022/23 academic year, 58 practitioners have been trained in AiM principles, 229 young people trained as AiM mentors, with 657 AIM mentees.

In 2023, a synthesis of outcome data for the Active in Mind programme from 2017 to 2022 demonstrated that nearly two thirds of mentees felt the programme improved how they felt they were coping better, feeling more positive overall, more confident trying new things and more confident in meeting new people and talking to others.

4.7.3 Mental Health and Emotional Wellbeing – 'Lidl Sport for Good'

The Lidl Community Works Sport for Good programme is funded by Lidl and delivered by YST. The Lidl Sport for Good programme promotes positive mental health by focusing on the role of physical activity in improving mental and social wellbeing, through the use of peer mentors.

Our partnership with Lidl saw 24 schools engaged in the programme, over 1,059 young people part of the Peer-to-Peer groups and the creation of over 426 Student Mentors. Peer-to-Peer Group members were selected from young people experiencing peer pressure, poor mental health and issues with transition to secondary school.

An additional 1,802 young people were engaged in Athlete Mentors' assemblies during school visits. Nearly two thirds of Peer-to-Peer Group members reported increases to their confidence and resilience, as well as their overall happiness and connectedness to others.

All teachers (12/12) reported that the programme helped to improve their competence and confidence in their role, as well as make some improvements to their delivery. 9 out of 12 teachers agreed to some extent that Lidl Sport for Good has positively impacted the Senior Leadership Team's and wider staff's perception of PE, physical activity and sport.

4.7.4 Tackling gender inequality – 'Girls Active'

Girls Active (funded nationally through Sport England and further supported by funding from corporate partners and some local commissioning) supports schools to understand what motivates girls to take part in physical activity, PE, and sport, enabling teachers to work with girls, through consultation and leadership, and make the necessary changes to their physical activity provision. The programme aims to address the gender disparity in participation in sport and physical activity, and help schools understand the associated barriers. Girls Active also empowers girls to develop and market opportunities that engage their peers.

Using a delivery model of collaboration with local partners, and with a focus on tackling inequality, the Girls Active programme helps schools to understand what motivates girls to take part in PE and sport and works with them to make the necessary changes to provision. In the 2022/23 academic year, the programme focused specifically on engaging schools and local partners across Derbyshire, Nottinghamshire, London and North/East Coastal Deprivation areas. In each region, the approach and support provided were tailored to best meet the needs of the schools and their student demographic. Each school received both 'core' support and 'personalised' support.

In the 2022/23 academic year, 771 young people participated in sport and physical activity opportunities delivered through Girls Active and 416 of these were supported to be more physically active as part of Girls Active. 182 young people were trained as Girls Active leaders and 17 adults were trained as part of Girls Active.

4.7.5 Closing the gaps created by disadvantage – ‘Set for Success’

Funded by the Wimbledon Foundation, the charitable arm of the All England Lawn Tennis Club and The Championships, Set for Success is a two-year, youth leadership initiative that has been designed to provide young people in underserved communities, at risk of having more limited life chances, the opportunity to develop valuable life and leadership skills through mentoring sessions delivered by inspirational athletes through the power of sport.

In the 2022/23 academic year, 153 young people were engaged in Set for Success, of which 55% were in receipt of free school meals (FSM) and 40% had additional support needs. 87% now know more about how their skills can help them in the future and 80% have more confidence that they will do well in life.

Due to Set for Success's ongoing success, the project has been extended by the Wimbledon Foundation in partnership with Barclays, to further increase the reach over the next four years to 150 schools across the UK, engaging up to 3,900 young people.

4.8 Securing Funding for the Charity

As a registered charity, we rely on income from fundraising to deliver our charitable objectives. YST is committed to ensuring that by undertaking fundraising activities we uphold any legal, statutory and regulatory requirements, and maintain our reputation and adherence to our organisational values. Our [Fundraising Policy](#) sets out how fundraising at YST is managed to ensure that we maintain these standards, and provide reassurance and transparency to our donors, funders, supporters and partners.

We are registered with the Fundraising Regulator and are committed to complying with the Fundraising Regulator's 'Code of Fundraising Practice' and 'The Fundraising Promise', along with all applicable guidance from the Charity Commission. No complaints have been received about our fundraising activity during the year (2023: none).

4.9 Fundraising Income

4.9.1 Commercial/corporate partnerships

In 2023/24 YST signed a 3-year partnership agreement with the LEGO Group, seeing sponsorship rights secured across the YST's Annual Conference and Changemaker Awards. As part of the partnership, the LEGO Group will also fund delivery into a small number of YST Girls Active schools, with the potential to grow their reach in this area as the partnership progresses.

Successful delivery of the first year of our partnership with Sports Direct, has led to ongoing planning into 2023/24 across the UK, in preparation for National School Sport Week 2024, which this year will be aligned to their Monster Kick About Campaign.

YST reignited a relationship with Allianz Insurance PLC, building on our partnership in 2017/18, to deliver a further set of 20 inclusive sports events leading into the Paris 2024 Olympic and Paralympic Games.

Lidl Ireland and YST's 'Sport for Good' and 'Serious Support' programmes continued successfully throughout 2023/24 (see also 4.7.3). Further to this, we developed a more direct relationship with the Ladies Gaelic Football Association in Ireland to work in partnership on their community programme.

In 2023/24, YST were supported by a number of corporate charity partnerships, providing both income and value in kind for the charity. These included new relationships with Citron Hygiene, Meet for Good and Athletic Peanut Butter, alongside the continuation of existing charity partnerships with NEXA properties, Limitless, Limitless Kit, Kingswood and Foresters Friendly Society.

March 2024 saw the delivery of a successful commercial exhibition and sponsorship programme, alongside the YST Annual Conference. A total of £81k was raised through commercial stand sales, with an additional £73k raised through conference sponsorship. This included the LEGO Group (referenced above), as Headline Sponsor, joined by Sports Directory. Our Business Changemaker Partners (Complete PE, Kingswood and Enrich Education) were again Supporting Sponsors of the event.

4.9.2 Trusts and Foundations

Over the 2023/24 financial year, income received through Trusts and Foundations included grants from some of our long-standing funders - The John Armitage Charitable Trust, Wimbledon Foundation (see 4.7.5) and Esmee Fairburn - as well as new funders, The Mercers Charitable Foundation supporting 4 years of Healthy Movers delivery in London and The Julia and Hans Rausing Trust funding a Boys Move pilot for one year in Birmingham. The funding generated has enabled us to continue to directly deliver key programmes to the most disadvantaged young people.

In addition, core grants have contributed to the financial stability of the charity and have enabled vital development work to take place. This includes research to establish geographical growth areas to support the delivery of our strategy in places which need the greatest support, our continued digital transformation, and our campaigning and policy influencing, including the launch of our YST manifesto and Sir Mo Farah as National School Sport Champion. It has also ensured we can support the ongoing development of a diverse, skilled and motivated workforce through staff development, training and leadership opportunities.

4.9.3 Donor Fundraising:

Individuals and organisations help support the YST mission to improve young peoples' lives. We would like to thank every one of the many individuals and organisations that have helped us during the year. The work we do simply would not be possible without our generous supporters and passionate fundraisers who every year take part in numerous challenges to raise funds to support our work.

In 2023/24 this fundraising included:

- Over £29k raised by 17 runners taking part in the 2023 London Marathon;
- Over £3.5k raised by Martin Cresswell, through walking the Grand Traverse of the Alps;
- Over £5k raised by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) through their 'No child left behind' hiking challenge;
- Nearly £30k raised by PEGA Systems through their London to Amsterdam Cycle ride;
- Over £4k (to be split between YST and Comic Relief) raised by Aspire Multi-Academy Trust through their Aspire Connect Challenge, where staff travelled between 40 trust sites by running, cycling and swimming;
- £8k raised by our Chair, Neil Davidson, who completed the Milton Keynes 10k run; and
- £30k to date raised by the Foresters Friendly Society Charity Appeal between July 2023 to July 2024, with 2 further payments expected.

5.0 FINANCIAL REVIEW

5.1 Overview

Robust financial planning, monitoring and control are fundamental to the operation of the charity. The structured approach we take ensures synergy between our plans – our core strategic plan informs our annual operational plan, detailing our key aims and objectives for the year, which is underpinned by our annual budget.

Total Group income has reduced by 2% (£239,277) due to a reduction in the income received by the charity of 3% (£336,710), whilst the trading subsidiary has increased by 28% (£97,433).

The change in income for the charity has been primarily influenced by the year on year reduction in income received from Sport England in relation to the School Games National Finals, which are held biennially, together with the Breaking Boundaries project funded by Spirit of 2012 concluding in the year end 2023. This has been partially offset by additional funding received from the Wimbledon Foundation (expansion of the Set for Success project), new projects funded by Charnwood Borough Council (Generation Charnwood), Mercers and Allianz. In addition to this, the increase in interest rates has given additional investment income.

The trading subsidiary income increase of 28% is due to an increase in sponsorship income and additional exhibition stand sales at the YST Annual Conference.

The Group returned an unrestricted deficit of £164,638 (2023 – deficit of £91,763) which includes a trading subsidiary profit of £263,529 (2023 – profit £119,947).

In the 2022 Annual Report, YST earmarked £1,340,000 as designated funds to support the first phase (2022 to 2025) of the new 13 year strategy. The designated funds balance now stands at £1,025,684 which will continue to support investment in our strategy.

The Group's total unrestricted reserves now stand at £6,318,044 (2023: £6,764,287) and included within this are designated reserves of £1,025,684 (2023: £1,307,289).

5.2 Reserves policy

Our minimum reserves policy was revised in 2021 to reflect the costs of an orderly wind up of the charity. This includes redundancy and notice period costs together with the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements.

The minimum reserves have been calculated at £3,150k which is £3,050k for the orderly wind up of the charity plus an allowance of £100k for the impact of adverse, unplanned events.

The general free reserves (excluding designated) on 31 March 2024 were £5,292k (2023: £5,457k), which is more than the minimum reserves policy set by the trustees. Although we are now through the second year of the new, long-term strategy, there will be a need for further designated funds to support the strategy's aims. It is, therefore, likely that further investment into strategic projects may be required in future years.

5.3 Investment powers and policy

Under our Articles of Association, the charity has the power to invest in any way the trustees wish.

The trustees, having regard to the liquidity of the organisation and its reserves policy, have operated a policy of keeping funds available in interest bearing deposit accounts, incorporating long-term and short-term deposit facilities across two banking institutions.

The invested funds held by the parent charity on deposit achieved a 12-month average return of 3.5% against the average base rate for the year to 31 March 2024 of 5.0%.

5.4 Risk management

YST manages risks at three levels: strategy, organisational and project. During the year, there have been minor adjustments to our strategy and organisational risks. The Risk Management procedure (part of our ISO 9001:2015 accredited Quality Management System) has not required an update to reflect these changes as they reflect specific risks rather than the process itself. Changes have been made to the Risk Management procedure to reflect the involvement of our Operational Leadership Team (established in September 2023), and to better reflect how we communicate with the Trustees on risk management.

Project level risks are reviewed monthly at a case conference meeting led by our Chief Operating Officer (COO).

Organisational level risk categories are managed by members of our executive team and have been reviewed and updated this year. The Organisational Risk Register is reviewed by the COO and any significant areas of risk (including those at project level) are raised at regular meetings of the Operational Leadership Team. The Organisational Risk Register is also shared at each Audit and Risk Committee meeting. There are eleven, key categories under which our organisational level risks are grouped and assessed, with mitigation plans. These are: Welfare and Safety (Safeguarding); People; Diversity and Inclusion; Data and Systems; Income Targets; Financial Environment; Legal and Governance; Political; Reputational and Brand; Programme Delivery; and School Engagement.

Strategy level risks that would prevent the charity from achieving its strategy success measures for 2035, are updated by the executive team and presented to the Audit and Risk Committee ahead of each Board meeting. The three most significant risks that would prevent us from achieving each of our three objectives (see page 8) have been identified. These are as follows:

Urgent Action – build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged.

- Risk 1: YST is unable to make this difference to the target groups of young people.
- Risk 2: YST fails to engage the local partners required to make the impact we are aiming for.
- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

In mitigation of these risks, we have established a series of goals to achieve by 2025. These are as follows for this objective:

- Build a school movement in Well Schools, creating the conditions for the delivery of high quality CPD and support for teachers, and support for families targeting young people facing the impact of inequalities.
- Establish and operationalise 20 Growth Areas..
- Establish and operationalise 3 Place Based Areas..
- Recruit, train and support staff to have the greatest impact on young people facing the impact of inequalities.
- Increase the sum and proportion of our income to be focused on young people facing the impact of inequalities.

Generational Shift – to balance the demands of the digital age through the human connection of physical play and sport.

- Risk 1: YST does not generate a viable model to support young people to balance the demands of the digital age through the human connection of physical play and sport.
- Risk 2: YST fails to spark the imagination and gain the commitment of sufficient stakeholders to create significant reach and impact.

- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

The 2025 goals are as follows for this objective:

- Relaunch the Young Ambassador Movement, supporting young people nationwide to advocate for change with a powerful and united voice.
- Create a new type of club environment for the next generation of sports volunteers.
- Publish and advocate a new youth leadership framework with belonging at its heart, embedded in all our work, ensuring we have a significant and unique impact on our targeted young people.
- Young people's voice is heard and/or they are co-creating on all YST development projects.
- Partnerships in place with local and national organisations to increase the reach of this young people driven generational shift.

Societal Change – transform society's perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

- Risk 1: YST fails to inspire others to commission a large-scale campaign.
- Risk 2: YST inspires commissioning of a campaign but is not driving/leading it.
- Risk 3: YST inspires a campaign which fails to impact attitudes & perceptions or suffers another failure.

The 2025 goals are as follows for this objective:

- Create the strongest arguments for the need for change for young people.
- Create a compelling case in data and storytelling of the impact of our mission on young people.
- Target our work to prove the case in a number of areas nationally.
- Successfully deliver a series of impactful campaigns reaching families and wider society (e.g. NSSW).
- Secure partnerships to amplify our voice with families.

All workplans are being progressed and updated periodically to ensure activities and actions are being undertaken to deliver the strategy.

6.0 PLANS FOR FUTURE PERIODS

Looking ahead, we will be starting the new financial year with a number of priorities:

- Maintaining momentum in our political advocacy and influencing ahead of the General Election. We have a programme of engagement and activities which will build on the five key asks we outlined in our Manifesto for Action, launched in January 2024. This will include collaborative work with a range of partners from sport, education, health and youth to ensure alignment and consistency in messaging.
- Post the General Election, we will be looking to engage with new Ministers and MPs to raise the profile, importance and contribution of PE, play and sport to healthy and happy childhoods, and as a driver of a climate and culture in schools which builds belonging and helps foster attendance, engagement and learning.

- 2024/2025 marks the end of 'phase 1' of our 2022–2035 'Inspiring Changemakers, Building Belonging' strategy, therefore it is a pivotal 12 months for us strategically. We will be drilling down on any outstanding activities and actions underpinning our phase 1 goals and analysing the impact they are having on our 2035 success measures. In addition, we have already made a start on scoping the 'phase 2' tactics which will take us from 2025–2028 and we will have these confirmed ready for the start of 2025/26. At this stage, the intention is to use the next phase to simplify and amplify our value proposition through the alignment of our school improvement work under Well Schools, our youth sport leadership development under Young Ambassadors, and centralise our IP through a new Training and Resources Hub, hosted on our website.
- Our three, core, national programmes will continue to be a huge priority for the charity, with the FA Girls Football School Partnerships, the School Games and Set for Success anchoring much of our direct delivery to schools. However, alongside these, 2024/25 will mark the first full year of our partnership with LEGO and Girls Active through their 'Play Unstoppable' campaign. We are also hopeful of building on the inclusive festivals we have been delivering in partnership with Allianz, offering brilliant experiences and an introduction to sport for children with additional needs.
- Through natural turnover, 2024/25 will also see a refresh of the charity's leadership structure as we re-structure the responsibilities of our COO and replace the former Director of Corporate Partnerships & Fundraising role with a Chief Revenue Officer. These two roles will work alongside the Chief Brand Officer to bring clarity and further focus to the three, core, executive functions of raising the profile and value of the brand, translating the credibility and awareness of our work into new and longer-term partnerships and revenue streams, and then delivering our products and services as effectively and efficiency as possible, to maximise the impact on the charity's mission.
- Finally, 2024/2025 marks the 30th anniversary of the Youth Sport Trust. We will be using this milestone to both launch phase 2 of our strategy and also remind our stakeholders and funders of the long-term impact of the work of the charity on lifestyles and life chances, by showcasing some of the stories and journeys of the charity's beneficiaries.

7.0 AUDITOR

Buzzacott LLP have indicated their willingness to continue in office subject to approval by the YST Board at the AGM.

8.0 STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps they ought to have taken as trustees to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, including the Strategic Report, was approved on behalf of the board.



Mr Richard Davidson
Chair of trustees

Date: 26/9/2024

Trustees' responsibilities in the preparation of the financial statements

The trustees (who are also directors of YST for the purposes of company law) are responsible for preparing the Trustees' Report and the incorporated Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the group for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the charitable company, the Group and of the income and expenditure of the Group for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF YOUTH SPORT TRUST**Opinion**

We have audited the financial statements of Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2024 and of the Group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have

performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Trustees' Report, which is also the Directors' Report for the purpose of company law and includes the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Trustees' Report which is also the Directors' Report for the purposes of company law and includes the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 24, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation), safeguarding legislation and the Code for Sports Governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP 7 October 2024

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

	Notes	Unrestricted funds			2024 Total funds £	2023 Total funds £
		General funds £	Designated funds £	Restricted funds £		
Income from:						
Donations and capital grants	2	224,859	—	42,720	267,579	282,548
Charitable activities	3	—	—	8,559,277	8,559,277	9,028,014
Other charity trading activities	4	464,463	—	—	464,463	517,119
Investments	5	356,485	—	—	356,485	156,833
Other trading activities	6	443,331	—	—	443,331	345,898
Total		<u>1,489,138</u>	<u>—</u>	<u>8,601,997</u>	<u>10,091,135</u>	<u>10,330,412</u>
Expenditure on:						
Raising funds		85,316	152,460	300,746	538,522	390,387
Charitable activities	7	1,388,658	129,145	8,717,715	10,235,518	10,827,716
Other trading activities	6	179,802	—	—	179,802	227,174
Total	8	<u>1,653,776</u>	<u>281,605</u>	<u>9,018,461</u>	<u>10,953,842</u>	<u>11,445,277</u>
Net income (expenditure)		(164,638)	(281,605)	(416,464)	(862,707)	(1,114,865)
Net movement in funds		(164,638)	(281,605)	(416,464)	(862,707)	(1,114,865)
Reconciliation of funds						
Fund balances at 1 April 2023		5,456,998	1,307,289	3,246,228	10,010,515	11,125,380
Fund balances at 31 March 2024		<u>5,292,360</u>	<u>1,025,684</u>	<u>2,829,764</u>	<u>9,147,808</u>	<u>10,010,515</u>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All of the charity's activities derived from continuing operations during the current financial year.

All recognised gains or losses are included in the above statement of financial activities.

BALANCE SHEET

31 March 2024

	Notes	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed assets					
Tangible assets	11	70,413	96,854	70,413	96,854
Investment in Subsidiary	18	—	—	1	1
		70,413	96,854	70,414	96,855
Current assets					
Stock		9,013	23,198	—	—
Debtors	12	1,232,108	1,263,539	1,014,775	1,047,808
Short Term Deposits		4,837,050	—	4,837,050	—
Cash at bank – 31 day notice		3,600,000	9,509,363	3,600,000	9,509,363
Cash at bank and in hand		765,365	816,899	422,305	611,157
		10,443,536	11,612,999	9,874,130	11,168,328
Liabilities					
Creditors: amounts falling due within one year	13	(1,366,141)	(1,699,338)	(1,232,214)	(1,540,988)
		9,077,395	9,913,661	8,641,916	9,627,340
Net current assets					
		9,077,395	9,913,661	8,641,916	9,627,340
Total assets less current liabilities					
		9,147,808	10,010,515	8,712,330	9,724,195
Income funds					
Restricted funds	14	2,829,764	3,246,228	2,829,764	3,246,228
Unrestricted funds:					
General		5,292,360	5,456,998	4,856,882	5,170,678
Designated	15	1,025,684	1,307,289	1,025,684	1,307,289
		9,147,808	10,010,515	8,712,330	9,724,195

The parent charity's net movement in funds for the year was outgoing funds of £1,011,866 (2023: outgoing funds £1,159,924).

The financial statements on pages 29 to 49 were approved by the Board and authorised for issue on 26th September 2024 and signed on its behalf by:



Mr Richard Davidson
Chair

Company Registration No. 4180163 (England and Wales)

CONSOLIDATED STATEMENT OF CASH FLOWS

31 March 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in providing operating activities	A	(1,463,163)	(490,341)
Cash flows from investing activities			
	B	(4,497,734)	97,079
Change in cash and cash equivalents in the year			
		(5,960,897)	(393,262)
Cash and cash equivalents at the beginning of the reporting period		10,326,262	10,719,524
Cash and cash equivalents at the end of the reporting period	C	4,365,365	10,326,262

A Reconciliation of net expenditure to net cash flow from operating activities

	2024 £	2023 £
Net expenditure for the reporting period	(862,707)	(1,114,865)
Adjusted for:		
Depreciation charges for amortisation and losses on disposals	43,610	51,989
Interest from investments	(356,485)	(156,833)
Decrease in debtors	31,431	136,046
(Decrease)/ Increase in creditors	(333,197)	601,118
Decrease/ (Increase) in stocks	14,185	(7,796)
Net cash used in operating activities	(1,463,163)	(490,341)

B Cash flows from investing activities

	2024 £	2023 £
Purchase of Equipment	(17,169)	(59,996)
Proceeds from sale of fixed assets	—	242
Bank Interest	129,435	156,833
Purchase of short term deposits	(5,610,000)	—
Withdrawal of short term deposits	1,000,000	—
Total cash (used in)/provided by investing activities	(4,497,734)	97,079

C Analysis of changes in cash and cash equivalents

	2023 £	Cash flows £	2024 £
Cash at bank	816,899	(51,534)	765,365
Cash at bank – 31 day	9,509,363	(5,909,363)	3,600,000
Total cash and cash equivalents	10,326,262	(5,960,897)	4,365,365

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

General information

YST is a charitable company incorporated in England and does not have share capital.

The address of the charity's registered office is SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

YST meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below.

Basis of consolidation

The Group accounts consolidate the financial statements of the charity and its trading subsidiary, Youth Sport Trust Enterprises Limited (YSTe) (company number 03289889), on a line by line basis. Intra-group transactions are eliminated on consolidation. Surpluses and deficits of organisations entering or leaving the Group are included from the date of acquisition or up to the date of disposal. The Charity has taken exemption from presenting its unconsolidated SOFA under section 408 of Companies Act 2006.

Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations and sponsorship income - the income received from donations and sponsorship is accounted for once the conditions for receipt have been met and there is probability of receipt. Donated assets are accounted for as soon as they are received and are included in the financial statements at a reasonable estimate of their value. Any income arising from donated assets is accounted for on a receipts' basis.

Government grants and contracts - the income arising from these sources is accounted for when, and to the extent, that the Group has the entitlement to the consideration and receipt of funds is probable.

Income (continued)

The recognition of income from government grants and contracts is dependent upon whether:

- ◆ the donor specifies that the grant or donation must only be used in future accounting periods; or
- ◆ the donor has imposed conditions which must be met before the Group has unconditional entitlement.

Fundraising event income is accounted for on a receivable basis.

Membership income is recognised in the year it is invoiced as the majority benefits accruing to members are received in the same year.

Investment income is recognised on a receivable basis.

Donated services and facilities

Where services are provided to the Group as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the Group.

Expenditure

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Group to the expenditure.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- ◆ Raising funds are those costs incurred in attracting income, and those incurred in any trading activities that raise funds.
- ◆ Charitable activities include expenditure associated with the provision and organisation of sports facilities in accordance with the objects of the charity and include both the direct costs and support costs relating to these activities.

Included within support costs are amounts for staff costs and governance costs (which include those incurred in the governance of the Group and its assets, and are primarily associated with the constitutional and statutory requirements). This represents the allocation of salary costs for persons employed by the charity who are actively involved in both direct charitable activities in addition to administrative duties. All support costs have been allocated to Group cost categories on a basis consistent with the use of resources.

Taxation

YST is a registered charity and undertakes activities which, under present legislation, are not subject to Corporation Tax.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Debtors

Trade and other debtors, which are receivable within one year, are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and bank balances including short term deposits

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of three months or less from the date of acquisition. Short term deposits are defined as any deposit with a notice period of more than three months but not more than a year at the date of inception.

Trade creditors and liabilities

Trade creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Tangible fixed assets and depreciation

Tangible assets with a useful life of more than one year, and which cost in excess of £1,000, are capitalised and included at cost. Depreciation is provided on all tangible assets, so as to write off the cost of each tangible asset on a straight-line basis over its expected useful life as follows:

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Leasing and hire purchase commitments

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Accumulated funds

General funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity’s mission. Where there is an underspend on a designated project, the funds are transferred to unrestricted funds.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Overhead costs are spread across the projects in proportion to total payroll and consultancy costs. The aim and use of each restricted fund are set out in the notes to the financial statements.

Transfers between unrestricted and restricted funds represent the charity's contribution towards the costs incurred in carrying out projects substantially funded by external restricted funding.

Going concern

YST has secured "system partner" funding from Sport England up to March 2027 at just under £3m a year and also delivery funding of £1m to March 2025. The Wimbledon Foundation contract has a further 3 years to run that is in excess of £1m a year. The current contract with The FA runs to August 2024 and negotiations are in place to secure a further £1m per year up to August 2026. Currently 72% of the budgeted income for the financial year 2024/25 has already been confirmed and taking the major funders' commitments we are confident that 52% of the potential budget for the financial year 2025/26.

The charity as at the year end had £4.9m of unrestricted reserves (excluding designated of £1.0m and trading company of £0.4m) which is more than the minimum reserves requirement of £3.1m.

Taking the above into consideration, the trustees consider that the Group has adequate funds to meet anticipated future objectives. The financial statements have been prepared on a going concern basis.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key estimates used are:

- ◆ Estimating the useful economic life of tangible fixed assets for the purposes of determining depreciation rates;
- ◆ Estimating the completion of multi-year projects, including how much income to defer or accrue;
- ◆ The allocation of staff and support costs;
- ◆ Estimating future income and expenditure for the purposes of the going concern assessment; and
- ◆ We have considered whether the restricted funds received by the charitable company are performance related grants/contracts or not. For those we have concluded meet the definition of performance related grants/contracts, we confirm that the expenditure incurred on each grant/contract is the most appropriate measurement to determine the level of performance delivered.

1 Comparative information – statement of financial activities

	Notes	Unrestricted funds			2023 Total funds £
		General funds £	Designated funds £	Restricted funds £	
<i>Income from:</i>					
Donations and capital grants	2	282,548	—	—	282,548
Charitable activities	3	10,886	—	9,017,128	9,028,014
Other charity trading activities	4	517,119	—	—	517,119
Investments	5	156,833	—	—	156,833
Other trading activities	6	345,898	—	—	345,898
Total		1,313,284	—	9,017,128	10,330,412
<i>Expenditure on:</i>					
Raising funds		27,736	117,654	244,997	390,387
Charitable activities	7	928,373	104,110	9,795,233	10,827,716
Other trading activities	6	227,174	—	—	227,174
Total	8	1,183,283	221,764	10,040,230	11,445,277
Net income (expenditure)		130,001	(221,764)	(1,023,102)	(1,114,865)
Transfers between funds	15	152,485	(152,485)	—	—
Net movement in funds		282,486	(374,249)	(1,023,102)	(1,114,865)
<i>Reconciliation of funds</i>					
Fund balances at 1 April 2022		5,174,512	1,681,538	4,269,330	11,125,380
Fund balances at 31 March 2023		5,456,998	1,307,289	3,246,228	10,010,515

2 Donations and legacies

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Garfield Weston Foundation	—	—	—	50,000
John Armitage Charitable Trust	50,000	—	50,000	50,000
Sky	—	—	—	15,072
Foresters Friendly Society	30,000	—	30,000	—
Allianz SE (Germany)	—	42,720	42,720	—
Other grants and donations	144,859	—	144,859	242,363
Total	224,859	42,720	267,579	357,435

3 Charitable activities

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Department for Education	—	295,069	295,069	297,036
Active Partnerships (funded by DFE)	—	77,571	77,571	63,347
Sport England	—	4,369,120	4,369,120	5,871,275
sportscotland	—	49,595	49,595	135,916
Sport Wales	—	165,500	165,500	152,500
Charnwood Borough Council	—	297,443	297,443	—
Somerset County Council	—	—	—	12,029
Cornwall Council	—	63,450	63,450	—
Milton Keynes Council	—	42,340	42,340	—
Dorset Council	—	57,870	57,870	—
Active Cornwall	—	—	—	9,060
Birmingham Education Partnership	—	—	—	16,327
Commonwealth Sport Foundation - Birmingham Organising Committee for 2022*	—	—	—	(22,863)
Chance to Shine Foundation	—	27,224	27,224	11,021
Esmee Fairbairn Foundation	—	—	—	66,000
Wimbledon Foundation	—	895,262	895,262	165,768
The Laureus Sport for Good Foundation	—	3,993	3,993	—
The Julia & Hans Rausing Trust	—	20,000	20,000	—
Sir John Beckwith Charitable Trust	—	—	—	5,434
The Charity of Sir Richard Whittington – The Mercers' Company	—	80,661	80,661	—
Spirit of 2012	—	—	—	207,649
Loughborough University	—	—	—	90,500
The Football Association	—	1,442,864	1,442,864	1,468,864
The Football Association of Wales	—	66,719	66,719	72,522
Ladies Gaelic Football Association	—	9,681	9,681	—
Lawn Tennis Association	—	58,400	58,400	28,116
Major League Baseball Europe Ltd	—	63,101	63,101	82,475
BaseballSoftballUK	—	34,289	34,289	—
Rugby Football Union	—	96,250	96,250	—
Lidl	—	145,310	145,310	128,285
Nike	—	7,848	7,848	19,569
Ortus Energy Ltd	—	25,000	25,000	—
Allianz Management Services Limited	—	84,500	84,500	—
Teach First	—	32,236	32,236	—
HMRC Kickstart Scheme	—	—	—	10,886
Other charitable activities	—	47,981	47,981	136,298
	—	8,559,277	8,559,277	9,028,014

*£22,863 was refunded to Commonwealth Sport Foundation due to an underspend on the project.

4 Other trading activities

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Conferences/Membership & other	464,463	—	464,463	517,119

5 Investment income

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Bank interest – YST	351,113	—	351,113	155,610
Bank interest – Subsidiary	5,372	—	5,372	1,223
	356,485	—	356,485	156,833

6 Other trading activities

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Youth Sport Trust Enterprises				
Income:				
Net sales from trading activities	433,331	—	433,331	345,898
Expenditure:				
Net expenditure on trading activities	179,802	—	179,802	227,174

7 Expenditure

Charitable activities:

	Direct costs £	Direct Salary costs £	Support costs £	2024 Total funds £	2023 Total funds £
Strategic Tactic					
Tactic 1 Educators	1,826,074	1,312,287	685,800	3,824,161	3,377,174
Tactic 2 Young People	1,360,676	1,282,833	670,408	3,313,917	3,101,808
Tactic 3 Organisations	1,264,713	729,838	381,413	2,375,964	3,562,147
Tactic 4 Influencers in public life	39,813	4,418	2,309	46,540	200,715
Tactic 5 Families	37,977	10,962	5,729	54,668	43,462
Tactic 6 Ourselves	59,210	368,487	192,571	620,268	542,410
	4,588,463	3,708,825	1,938,230	10,235,518	10,827,716

Direct costs and direct salary costs are on an as incurred basis. Support costs are allocated to charitable activities in proportion to direct salary costs.

7 Expenditure (continued)

Support costs consist of:

	2024 Total funds £	2023 Total funds £
Salaries (management & administration), consultants and associated costs	1,134,198	1,155,019
Staff recruitment, training and welfare	93,415	110,161
Travel and subsistence	180,661	125,660
Office and IT costs	338,587	355,020
Rent, rates and service charge	137,976	127,944
Insurance	22,162	21,488
Depreciation	43,610	47,963
Loss on disposal of assets	—	4,026
Governance costs	119,521	91,308
Costs attributable to the trading subsidiary	(131,900)	(132,800)
	1,938,230	1,905,789

The comparatives for salaries (management & administration), consultants and associated costs have been changed to reflect the salaries of management & administration staff only, whereas previously direct salaries were also included.

8 Total expenditure

Total expenditure includes:

	2024 Total funds £	2023 Total funds £
Staff costs (note 10)	4,934,528	4,416,747
Auditor's remuneration:		
· Audit – current year	30,039	28,650
· Other – tax services	5,102	5,543
Operating lease rentals – land and buildings	44,890	44,419
Depreciation – owned assets	43,610	47,963
Loss on sale of fixed assets	—	4,026

9 Trustees and key management personnel

None of the trustees (or any persons connected with them) received any remuneration during the year. Payments totalling £1,690 (2023: £714) were made to 7 (2023: 3) trustees to reimburse expenses.

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,612 (2023: £5,389).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the Group was £720,224 (2023: £663,266).

10 Employees

The average monthly number of employees during the year was:

	2024 No.	2023 No.
Programme delivery:		
• Direct delivery	62	57
• Programme support	28	23
Management and administration	22	23
	112	103

The average number of full-time equivalent employees during the year was:

	2024 No.	2023 No.
Programme delivery:		
• Direct delivery	59	54
• Programme support	27	23
Management and administration	20	20
	106	97

	2024 £	2023 £
Employment costs		
Wages and salaries	4,306,634	3,847,378
Social security costs	412,718	384,042
Other pension costs	194,947	167,229
Apprenticeship levy	20,229	18,098
	4,934,528	4,416,747

Pension costs are allocated to activities in proportion to employee time spent.

The number of employees whose annual emoluments were £60,001 or more were:

	2024 No.	2023 No.
£60,001 - £70,000	6	5
£70,001 - £80,000	2	—
£80,001 - £90,000	1	1
£90,001 - £100,000	1	1
£120,001 - £130,000	—	1
£130,001 - £140,000	1	—

The employer pension contributions in respect of the above employees were £39,164 (2023: £29,460).

Volunteers

Alongside our Trustees and Patrons, in 2023/24 the YST benefited from volunteers in the following ways:

YST Youth Board

Our Youth Board aims to give a voice to young people from every corner of society and has 3 main areas of responsibility: Inform; Influence; and Engage. The Youth Board have monthly, virtual meetings, with the agenda set by the Chair, who is also a trustee of the YST Board

Highlights of their contribution and representation in 2023/24 have been:

- Attended and presented at Include Summit Manchester (8 attended)
- Attended DCMS roundtable (4 attended)
- Attended Children Commissioner Roundtable (6 attended)
- Attended YST Manifesto Launch (6 attended)
- New Youth Board recruitment (15 currently on the Board)
- New recruitment of Youth Board Chair
- Attended a 24-hour residential for the new Youth Board plus attendance at Main YST Board dinner (all 15 new recruits)
- Conversation with YST staff on Hero Products (x3 meetings 6 Youth Board members)
- Attendance at Sport Gives Back Awards (3 attended)
- Attendance at Scottish Coaching Awards (2 attended)
- Attended YST Conference 2 days (12 attended)
- Attendance at ENGSO – European Youth Conference, Cyprus (x1)

More information regarding the work of the Youth Board can be found here: www.youthsporttrust.org/about/our-people/our-youth-board

Team Leaders

26 Team Leaders have received both twilight and weekend training and have provided support at a variety of events, including: Youth Summit and Girls Active Inspiration Days.

Young Ambassador Steering Group

This National Panel supports the development of the Young Ambassador (“YA”) movement across Wales. In 2023/24, 21 members of the National Panel helped to plan, organise and deliver our National YA conferences in November 2023.

Around 157 Gold Young Ambassadors attended three conferences, which consisted of a series of YA-led workshops (delivered by the steering group members) to help *influence, lead and inspire* the next generation of Gold Young Ambassadors.

National Youth Sport Forum

This forum is a collaborative, co-creative group of 16-25 year olds from organisations across the sport sector. The forum will influence the direction and policy of School Sport and Physical Activity and contribute to the actions inspired by the School Sport Activity Action Plan (SSAAP), bringing youth voice to the heart of our work.

5 young people were involved in the forum in 2023/24 with 2 new, additional members joining the group in February 2024. One additional volunteer was involved in the activity but does not directly sit on the forum full time, taking the total to 8 young people. They have been involved in:

- Attending sector forum virtual meetings;

- Representing youth voice and delivering a session at a face-to-face sector forum event; and
- Providing feedback and a youth perspective on YST initiatives, where appropriate.

Fit for Girls Volunteer Young Tutors (Scotland)

A partnership programme with sportscotland to empower girls to give girls a voice and be role models to other adolescent girls. In 2023/24:

- 17 Fit for Girls young tutors (18 – 24 years of age), who then attended 2 residential CPD days
- 7 workshops delivered, with 2 tutors at each workshop
- 1 period education day in partnership with Well HQ (8 tutors delivered at the day)
- 1 local authority girls event in Perth where 12 tutors led the day

Young Ambassadors (Scotland)

- 28 YA recruited for a conference delivery team (CDT)
- 28 YA CDT attended a two-day residential plus one day face-to-face training
- 6 conferences delivered with 16 YA CDT members delivering at each conference.

Allianz Move Now Festivals

A series of festivals to inspire secondary aged young people with SEND to try paralympic sports and learn about the Olympic and Paralympic values leading up to the Paris Games in 2024

- 6 festivals held
- 103 adult volunteers from our funding partner Allianz trained, to support the young leaders at the festivals and develop their own personal skills

11. Tangible fixed assets – Group and Charity

	Computer equipment £	Fixtures, fittings and furniture £	2024 Total £
Cost			
At 1 April 2023	484,056	237,473	721,529
Additions	17,169	—	17,169
Disposals	(336,526)	—	(336,526)
At 31 March 2024	164,699	237,473	402,172
Depreciation			
At 1 April 2023	431,780	192,895	624,675
Charged in the year	34,962	8,648	43,610
Disposals	(336,526)	—	(336,526)
At 31 March 2024	130,216	201,543	331,759
Net book value			
At 31 March 2024	34,483	35,930	70,413
At 31 March 2023	52,276	44,578	96,854

12. Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	904,682	1,081,117	626,730	833,712
Prepayments and accrued income	276,725	182,422	269,425	182,422
VAT repayment	50,701	—	82,120	—
Amounts owed by group undertakings	—	—	36,500	31,674
	1,232,108	1,263,539	1,014,775	1,047,808

13. Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	382,871	661,971	376,039	654,532
Accruals and deferred income	862,813	770,082	727,534	638,446
Other tax and social security	120,457	267,285	120,457	241,681
Amounts owed to group undertakings	—	—	8,184	6,329
	1,366,141	1,699,338	1,232,214	1,540,988

All financial instruments are measured at amortised cost.

	2024 £	2023 £
Net movement and deferred income:		
Balance at 1 April 2023	277,495	9,996
Utilised during the year	(253,482)	(9,996)
Additional income deferred	298,308	277,495
Balance at 31 March 2024	322,321	277,495

Deferred income relates to projects that had not completed at year end, where final deliverables are still to be made.

14. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance 31 March 2024 £
	Balance 1 April 2023 £	Income £	Expenditure £	Transfers £	
Charitable activities					
Sport England (System Partner & delivery)	830,992	3,505,774	3,879,208	—	457,558
School Games	195,597	605,624	563,721	—	237,500
Barclays Girls Football School Partnerships by The FA	1,351,389	1,442,864	1,595,053	—	1,199,200
School Sport/Education & Delivery	99,971	—	89,752	—	10,219
Inclusion 2024	10,906	295,069	305,975	—	—
Teacher Training	49,608	257,722	266,014	—	41,316
Sport Wales - Sport & Leisure Recovery Package/ Vision.	49,900	165,500	211,553	—	3,847
Connecting Communities Through Cricket – Breaking Boundaries	950	—	950	—	—
Set For Success	205,680	895,262	689,775	—	411,167
Fundamental Movement Skills	26,889	—	25,213	—	1,676
Dorset Council - Healthy Movers	36,457	57,870	94,327	—	—
Charnwood Borough Council - Generation Charnwood	—	297,443	198,239	—	99,204
Other individual programmes <£100k income	387,889	1,078,869	1,098,681	—	331,620
Total	3,246,228	8,601,997	9,018,461	—	2,829,764

Purposes of restricted funds**Sport England (System Partner & delivery)**

In March 2022, YST was awarded a 5 year contract to support “System Partner” and school sport delivery roles. Sport England have embarked on their 10-year strategy to level up access to sport and physical activity across the country. The main focus is to tackle inequalities and support everyone in England to access the profound physical, mental and community benefits of sport and physical activity.

School Games (Sport England)

School Games (see section 4.6.1) covers 3 main areas of work:

- Working with primary, secondary and special schools that are active in the national School Games programme by supporting a network of School Games Organisers (SGOs).
- Hosting of the 2024 School Games National Finals at Loughborough University. Funded by Sport England, Home Countries and National Governing Bodies, this event contributes to the overall talent system by providing support to the development of aspiring athletes in a multi-sport environment.
- School Games Mark programme to create rigour and consistency across the School Games Mark through the appointment of a third-party to undertake the external validation process.

Barclays Girls Football School Partnerships by England Football (The FA)

YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024 (see section 4.6.2).

School Sport/Education and Delivery (Sport England)

Under the umbrella of Sport England's Uniting the Movement ambition to get everyone active, no matter who they are, where they live, or what their background, our work as a system partner continues to be focused on galvanising partners and networks, working in and through education, to create system change and maximise opportunities for all young people. Targeted delivery is focused around addressing four key issues: gender gap in participation; lack of diversity in leadership and volunteering; young people facing mental health challenges; and activity levels of those from lower socio-economic group (LSEG) communities, with heightened focus on identifying targeted locations and cascading the learning and resources more widely than just those accessing the interventions directly.

Inclusion 2024 (DfE)

The main outcomes for Inclusion 2024 are to both increase and improve opportunities for young people with SEND in engaging with PE and school sport. This requires examining and improving provision and training through high quality resources, innovating through place-based projects and increasing the quantity and quality of training for practitioners (see section 4.6.4).

Teacher Training (Sport England)

Building on the Secondary Teacher Training (STT) national rollout, this project enables schools to plan and implement work that aims to develop and redefine physical education to make it more engaging and appealing to all pupils. Each project involves working with a group of secondary schools, which is led by a project lead. Each of the leads have had a previous involvement in this project and are now working to build on their previous work.

Sport & Leisure Recovery Package/Vision for Sport in Wales (Sport Wales)

The partnership with Sport Wales has continued to empower more young people to reach their full potential through Sport and Physical Activity. This has been achieved through equipping educators, continuing to build and develop a strong network of practitioners and empowering young people to develop essential life skills and become the leaders of physical activity through Young Ambassadors across Wales. The new Young Ambassadors Strategy is being rolled out across all 22 Local Authorities in Wales.

Set For Success (The Wimbledon Foundation)

Set for Success is an intensive youth leadership initiative funded by the Wimbledon Foundation in partnership with Barclays and delivered by the Youth Sport Trust. Set for Success has been delivered since February 2020 and is now in its fourth delivery year. It seeks to support young people at risk of becoming NEET (not in education, employment, or training) or otherwise not achieving their full potential. The programme seeks to support 'at risk' young people through a series of sessions delivered by inspirational athlete mentors and teachers through active learning and sport. Set for Success supports participants to improve their life and employability skills, their engagement at school, as well as develop their confidence, aspirations and self-esteem (see section 4.7.5).

Fundamental Movement Skill (Nike)

YST and Nike have created a movement for sport play-kit for teachers and coaches which provides 14 fun and progressively challenging activities for children aged 8-12 years. The play-kit ensures that children develop a full range of movement skills, in terms of their stability, locomotion and object control. It helps teachers and coaches assess the movement patterns of children and to then use this information to create an environment that engages

children through fun activities that will develop their confidence and competence in accessing and participating in physical activity.

Public Health Dorset (Dorset Council)

The Dorset Healthy Movers programme aims to develop physical literacy in children aged 2-5 years old and improve their school readiness and social mobility. It provides them with the opportunity to achieve a good level of physical development linked to their language and literacy skills. In doing so, it will increase the children's self-esteem and wellbeing, develop agility, balance, and co-ordination, which all help children gain a better start to their life, improve school readiness and, in time, social mobility.

Charnwood Borough Council – Generation Charnwood

Funded by Government through the UK Shared Prosperity Fund, this is a free-to-access programme for primary and secondary schools in the borough of Charnwood in Leicestershire. It is aimed at supporting teachers to equip pupils with the relevant life skills, resilience, and improved wellbeing to help them be ready for the world of work in the future. The programme is delivered jointly by Youth Sport Trust and Active Together.

15. Designated funds

The income funds of the Group and charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2023 £	Utilised/ realised £	Transfer £	Balance at 31 March 2024 £
Investment plan				
Understanding the Audience	50,000	(10,022)	—	39,978
Storytelling	130,547	(31,651)	—	98,896
Campaigning Voice	350,000	(110,788)	—	239,212
After Schools	348,000	(59,643)	—	288,357
Local Income & Impact	100,000	(19,845)	—	80,155
Environmental & Sustainability	36,742	(5,099)	—	31,643
Change From Within	292,000	(44,557)	—	247,443
	<u>1,307,289</u>	<u>(281,605)</u>	<u>—</u>	<u>1,025,684</u>

Investment plan

Designated funds of £1,340k were set aside at the end of the 2022 to help support the new strategy “Inspiring Changemakers, Building Belonging”. This fund was set aside for pilot projects for after school activities and making an impact locally. Furthermore, there are projects around improving our storytelling, understanding the audience, campaigning, improving our environmental sustainability and investing in digital technology.

16. Analysis of net assets between funds

Group	General funds £	Designated funds £	Restricted funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	70,413	—	—	70,413
Current assets	6,588,088	1,025,684	2,829,764	10,443,536
Creditors: amounts falling due within one year	(1,366,141)	—	—	(1,366,141)
	<u>5,292,360</u>	<u>1,025,684</u>	<u>2,829,764</u>	<u>9,147,808</u>

Group	General funds £	Designated funds £	Restricted funds £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	96,854	—	—	96,854
Current assets	7,059,482	1,307,289	3,246,228	11,612,999
Creditors: amounts falling due within one year	(1,699,338)	—	—	(1,699,338)
	<u>5,456,998</u>	<u>1,307,289</u>	<u>3,246,228</u>	<u>10,010,515</u>

Charity	General funds £	Designated funds £	Restricted funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	70,413	—	—	70,413
Investment in subsidiary	1	—	—	1
Current assets	6,018,682	1,025,684	2,829,764	9,874,130
Creditors: amounts falling due within one year	(1,232,214)	—	—	(1,232,214)
	<u>4,856,882</u>	<u>1,025,684</u>	<u>2,829,764</u>	<u>8,712,330</u>

Charity	General funds £	Designated funds £	Restricted funds £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	96,854	—	—	96,854
Investment in subsidiary	1	—	—	1
Current assets	6,614,811	1,307,289	3,246,228	11,168,328
Creditors: amounts falling due within one year	(1,540,988)	—	—	(1,540,988)
	<u>5,170,678</u>	<u>1,307,289</u>	<u>3,246,228</u>	<u>9,724,195</u>

17. Commitments under operating leases

The total, future, minimum lease payments under non-cancellable, operating leases are as follows:

Group and charity	Land and buildings	
	2024 £	2023 £
Amounts due:		
Within one year	44,890	44,419
Between two and five years	179,559	177,676
In over five years	617,234	655,180
	841,683	877,275

18. Subsidiary undertakings

The charitable company owns the entire issued share capital of YSTe, a company incorporated in England and Wales (registered number 03289889). YSTe's registered address is the same as the parent charity, as shown on page 1.

The principal activities of YSTe are the design and development of innovative resources and managing the supply chain. They market and sell specialist sports equipment, resources and other products (via an online store) that are sourced from suppliers in the UK and overseas. YSTe activities underpin the work of YST.

The result for the year ended 31 March 2024 was a profit of £268,901 (2023: £119,947 profit). At 31 March 2024, YSTe had assets of £645,509 (2023: £482,674), liabilities of £210,030 (2023: £196,353) and shareholders' funds of £435,480 (2023: £286,321).

19. Related party transactions

Two of the three members of the company (Sir J L Beckwith and Viscount Mackintosh of Halifax) are the trustees of Youth Sport Trust International (YSTi), an unincorporated charity.

	YSTi		YSTe	
	2024 £	2023 £	2024 £	2023 £
Sale of goods in year	22,177	23,926	162,317	132,800
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	35,792	37,280	139,972	181,590
Amounts due from related parties	1,352	15,210	36,500	31,674
Amounts due to related parties	5,665	8,487	8,184	6,329

During the year the following related party transactions took place:

- fees totalling £146 (2023: £25,825) have been paid to Jam37 in relation to consultancy services provided. The owner of Jam37, Joanna Coates, is also a trustee.
- fees totalling £10,195 (2023: £8,465) have been charged by The PA Community Trust in relation to an event. The CEO of The PA Community Trust, Sajid Gulzar, is also a trustee (resigned 6 July 2023).
- fees totalling £2,000 (2023: £2,100) have been charged by Thread and Fable in relation to consultancy services provided. The owner of Thread and Fable is the spouse of Will Roberts who is an employee and part of the Key Management (executive) Team.
- income totalling £27,632 (2023: £14,117) has been received from Chance to Shine in relation to the Chance to Shine programme. The CEO of YST is also a trustee of Chance to Shine.

None of the above transactions or balances with related parties are secured and no amounts were written off during the year.

YOUTH SPORT TRUST

England & Wales - Charity number 1086915

Accounts

Youth Sport Trust

Annual Report and Financial Statements

Year Ended 31 March 2023

Company Limited by Guarantee
Registration Number 4180163
(England and Wales)

Charity Registration Number 1086915

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President	Sir John Beckwith CBE
Trustees	Richard Davidson (Chair) Ben Stimson (resigned 7 July 2022) Melanie Honnor Paula Franklin William Downie Katherine Grainger Belinda Richards (resigned 17 November 2022) Valerie Copenhagen Joanna Coates Lipa Nessa Claire Boakes (appointed 7 July 2022) Shweta Sharma (appointed 7 July 2022) Sajid Gulzar (appointed 7 July 2022) John Gilligan (appointed 17 November 2022)
Company Secretary	Peter Ellis
Chief Executive	Alison Oliver
Registered address	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
Company registration number	4180163
Charity registration number	1086915
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	National Westminster Bank plc Market Place Loughborough Leicestershire LE11 3NZ Santander 2 Triton Square Regents Place London NW1 3AN

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The trustees present their report together with the financial statements of the Group for the year ended 31 March 2023.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

1.0 CHAIR'S INTRODUCTION

Welcome to the Youth Sport Trust's Annual Report for 2022/23. We are proud to be the UK's leading children's charity focused on the importance of play and sport within the education and development of young people. This report gives an insight into our activities during the past year and we hope you find it informative.

Our work is driven by a recognition of the scale of the crisis that young people face today. Whether it is recovering from the Covid-19 pandemic, dealing with the effects of the cost-of-living crisis or the evidenced declines in physical, social and emotional wellbeing, there is no doubt that this generation of young people are growing up in turbulent times.

The Youth Sport Trust ("YST") believes Physical Education (PE), play and sport are a key component of the response to these challenges. By empowering young people to be physically active we can unlock their potential, providing them with life-changing experiences and skills which will help them to live happier and healthier lives, now and in the future.

During the past year, we launched our 'Inspiring Changemakers, Building Belonging' strategy. This is bold and ambitious, recognising there is no easy solution to the challenges children and young people face. There is, however, a need for transformational change, and our strategy sets out our commitment to fighting for urgent action now, whilst also pursuing the generational shift and societal change needed by 2035.

Our activities during 2022/23 have been informed by these ambitions and include advocacy, using our reach and influence to push for change on behalf of young people and families, schools and teachers. Our research helps raise awareness of the different barriers that can prevent children and young people from being active, whilst our engagement with government and partners provides us with a platform to put forward policy proposals, underpinned by a determination to empower young people to reach their full potential.

Our long-term vision includes the need to create sustainable structures to help embed opportunities and secure transformational change. The scale and breadth of our different partners and networks enables us to innovate and embed programmes and initiatives that are designed in response to the needs of young people at different stages of their lives.

Our work to equip educators means that more young people can enjoy the life-changing benefits of play and sport. We continue to provide training and learning opportunities to teachers, coaches and practitioners, providing them with the skills and confidence needed to deliver high-quality opportunities for children and young people.

We are resolutely committed to empowering young people, harnessing the extraordinary power of sport and play to change lives. We know that young people who participate in activities made possible by our work report a positive impact on their communication, resilience and confidence. Our goal is to widen access to these opportunities.

Finally, we understand the power of our work to challenge the inequalities existing in society. As a result, we are proud to deliver targeted interventions which tackle gender inequality, close gaps created by

disadvantage, and build community cohesion. In this way we can use the power of physical activity as a way to bring people together and inspire societal change.

This is just the tip of the iceberg and this report provides a more comprehensive overview of our activities, our governance and finances. We are proud of all we have achieved in the past year and grateful for the support of the partners and funders whose support and shared passion for our cause enables our work. Whilst we have taken significant strides, we are conscious there is still much to do to achieve the transformational change young people want to see. We look forward to building on our progress in the years ahead and delivering on our ambition to make every childhood an active one.

STRATEGIC REPORT

2.0 STRUCTURE, GOVERNANCE AND MANAGEMENT

2.1 Governing document

YST is a charitable company limited by guarantee, incorporated on 15 March 2001, and registered as a charity on 5 June 2001. It succeeded an unincorporated charitable trust established in 1994. The company was established under a Memorandum of Association which established the objects and powers of the charitable company. The company is now governed under its Articles of Association (revised 25 June 2019), which now incorporate the objects and powers. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

2.2 Appointment of trustees

The YST Board is composed of a maximum of 12 independent trustees who are the directors of the charitable company. Specific roles on the Board include a Chair, Senior Independent Director, Welfare & Safety Lead and Equality, Diversity & Inclusion Lead. The charity also has a Youth (advisory) Board, the chair of which has a ringfenced seat on the main Board.

As set out in the Articles of Association and the YST Board Terms of Reference, all trustees are appointed for a term of three years and shall be eligible for reappointment for a further two terms, at which point they must retire from office. However, any trustee who is appointed as Chair may serve an additional term. In exceptional circumstances, and where the trustees consider that it would be in the best interests of the charity, a Chair who has served the maximum four consecutive terms or a trustee who has served a maximum of three consecutive terms may continue to serve for an additional one-year period.

The focus of the charity is maximising the positive impact of play and sport on young peoples' education and development. YST undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, significant consideration is given to equality and diversity and lived experience when selecting suitable candidates to ensure we benefit from a wide range of experience in our decision making. The recruitment process is carried out by the Nominations, Governance and Remuneration (NGR) sub-committee of the Board, through an open and publicly advertised recruitment process. All Board vacancies are advertised on the YST website, our partners' websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds. The Board is currently (March 2023) comprised of 8 women, 4 men, including representation of trustees from ethnic minority groups and one disabled trustee.

Our trustees and patrons give their time freely but can claim expenses associated with meetings, induction and training. £714 was paid for the reimbursement of their expenses during the year (2022: £347).

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,389 (2022: £4,812).

In addition to our trustees, YST utilises volunteers in varying capacities from individuals helping at sporting events and fundraisers, through to Ambassadors and our Youth Board, which sits at the pinnacle of a national movement of young sports leaders who are either currently engaged in, or alumni of, our programmes. The work of our volunteers is detailed in note 10 of the accounts (Employees).

2.3 Trustee induction and training

New trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the Board and decision-making processes, the strategic plan and the recent financial performance of the charity. During the induction day they meet key employees and other trustees whenever possible. The induction day is jointly led by the Chair of the Board and the Chief Executive of the charity. Trustees are also encouraged to attend external events where these will facilitate the undertaking of their role and enhance their understanding of the charity's remit.

In addition, a trustees' induction pack provides information on both the charity and the context within which it operates. The pack draws information from the Charity Commission's publication - 'The Essential Trustee' and the Code for Sports Governance (Sport England and UK Sport), as well as documents produced by the charity itself. These include the strategic plan, the organisation's structure, the latest annual impact report, key policies and annual financial statements.

Trustees are "buddied" up with members of the executive team to ensure engagement between Board meetings.

2.4 Key Management

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity.

A Chief Executive ("CEO") is appointed by the trustees to manage the day-to-day operations of the charity. The current CEO is Alison Oliver MBE. To facilitate effective operations, the CEO has delegated authority for operational matters within terms of delegation approved by the trustees, including finance, employment, and performance related activity. Key leadership personnel include a Chief Operating Officer, a Chief Brand Officer and 5 Directors (Finance & Governance, Commercial & Fundraising, National Programmes, School Networks and Innovation & Development).

In accordance with our remuneration policy, each year the executive team recommend to the Board (via the NGR Committee) a sum to be included in the salaries budget to fund an annual pay increase. Allocation of this sum is then managed in three ways:

- The Board (via the NGR Committee) will consider and determine any pay award for the CEO;
- The CEO will recommend to the Board (via the NGR Committee) any pay award for the executive team; and
- The CEO, in consultation with the executive team, will recommend to the Board (via the NGR Committee) any pay award for staff.

This year the Board approved a 5% cost of living contribution to staff salaries.

The NGR Committee are also involved in approving any recommendations arising from 3-yearly, independent Pay & Benefits benchmarking exercises, led by the Assistant Director for Human Resources.

2.5 Annual Governance Statement 2022/23

Commitment and Compliance

As an organisation which receives public funding through Sport England (SE), we are required to comply with the [Code for Sports Governance](#) (the "Code") and in July 2018, YST received confirmation from SE that we are in compliance with the highest level of the Code – Tier 3.

A revised Code was published on 7 December 2021 and this statement includes an update on our progress against the new requirements.

This year, we also completed a finance and governance submission for one of our funders, Sport Wales, against their 'Capability Framework', in advance of being audited in February 2023. No improvement actions were identified through this external audit.

This annual governance statement is prepared to provide a regular update for our stakeholders.

YST's Governance Framework

The YST Board is responsible for administering the charity. It has two established sub-committees:

Audit and Risk Committee - chaired by one of the trustees, with at least two other trustees as members. The Committee is responsible for overseeing all financial and audit aspects of the YST, including risk management and internal control systems, and for reporting back to the main board.

Nominations, Governance and Remuneration (NGR) Committee - chaired by the Chair of the YST Board, with at least two other trustees as members. The Committee is responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring YST's governance framework and Board membership; and advising on remuneration in accordance with our remuneration policy.

The Terms of Reference for these committees, along with those of the main Board, can be found on our [website](#).

The Fund Development Committee, which was established for a temporary period in 2021 to provide support and expertise, was disbanded in 2022, following successful recruitment of a new Chief Brand Officer, to strengthen our internal expertise in this area.

The Board met five times in 2022: 1 February (face-to-face), 21 April (virtual), 7 July (face-to-face, including AGM) and 20 September (virtual), plus an overnight Board Retreat and meeting held on 16/17 November.

In 2023, they met on 1 February (face-to-face) and 26 April (virtual), and will also meet on 6 July (face-to-face, including AGM) and 28 September (virtual), with an overnight Board Retreat and meeting to be held on 28/29 November.

Governance actions

In October 2022, we undertook our annual, internal evaluation of Board performance, using an online survey which was completed by trustees. Questions were grouped into 10 categories: Objectives, Strategy and Remit; Board Conduct; The Chair; Board Membership and Executive Attendance; Performance Management; Risk Management; Stakeholder Relationships; Chair and CEO Relationship; Sub-Committees; and Diversity and Inclusion. The results were, once again, extremely positive, with an average score for each category of between 4.64 – 4.94 out of 5. The trustees met, in November, to discuss the findings and, as a result, a refresher session on our trading company, Youth Sport Trust Enterprises Ltd was held.

The Board evaluation survey also included an opportunity for trustees to rate their individual knowledge and understanding across a range of areas. The results from this self-assessment feed into the Learning and Development plan for trustees.

We develop a Board Improvement and Governance Action Plan on an annual basis, progress against which is monitored by the Board, through the NGR Committee. This plan is developed from the findings from the Board Evaluation and our internal assessment of compliance with both the Code and the Charity Governance Code. Our key governance work this year has included the following:

- Review and update of all our governance framework documentation;
- Development of a Diversity and Inclusion Action Plan (soon to be published);
- Complete refresh of our Business Continuity Plan and incorporation of our Succession Plans and new Data Recovery Plan;
- Complete refresh of our Stakeholder Engagement Mapping;
- Development of a People Plan; and
- Development of a new Environmental and Sustainability Policy, incorporating our Carbon Reduction Plan.

Four new trustees have joined our Board this year and we have comprehensively updated our Trustee Induction Plan. We have also started to publish summary minutes of our Board meetings in the governance section of our website.

Our staff completed the annual, Best Companies 'b-Heard' survey in October/November 2022. The results were an improvement on the previous year and we are now rated as a 2-star, outstanding company to work for. We have achieved a position on the following three lists: Best Charities to work for nationally – 5th; Best East Midlands Companies to work for - 11th; and Best Mid-Sized Companies to work for nationally - 19th.

Informed by the survey results, we have adopted a 3-tiered approach to the identification of priority focus areas, and the development and implementation of our Employee Engagement Action Plan. The priority areas identified are:

Fair deal; corporate learning & development planning; and the function and engagement of middle leaders – areas led by the executive team.

System improvement and operational efficiencies; work programming and prioritisation; and hybrid working – areas led by YST's Employee Forum.

Each team has also assessed their own aggregated responses and identified team-specific actions.

All of our key governance documentation can be found on our [website](#) along with our Annual Impact Report, Strategy and key policies.

3.0 OBJECTIVES AND ACTIVITIES

3.1 Charitable Objects

The charity was founded on a belief that high quality and positive experiences in sport can change lives. When used strategically and intentionally sport can improve physical, social and emotional wellbeing, it can foster belonging and promote inclusive attitudes and can develop skills for life and sport. These are essential ingredients for children to fulfil their potential in school. Our theory of change details the outcomes we seek and the changemakers we will work with to achieve our aims. As well as working directly with young people and young leaders, we will involve educators, partner organisations and families, to ensure that we can make the societal shifts needed for sustainable change.

The charity's objects ("Objects") for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally ("Young People") are:

1. To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.
2. To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.
3. To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration and co-operation amongst providers of sport, physical activity, and physical education, and between sport, education and health providers.
4. To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.
5. To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).
6. To advance such other charitable purposes as the directors may from time-to-time think fit.

3.2 Mission and vision

The vision of YST is, a future where every child enjoys the life-changing benefits that come from play and sport.

Our mission is to equip educators and empower young people to build brighter futures. Together we create opportunities for everyone to belong and achieve.

3.3 Strategy

May 2022 saw the charity launch its new 13 year (2022 – 2035) strategy 'Inspiring Changemakers, Building Belonging'. The aim of the strategy is to effect change so that a child starting school in 2022 will leave the education system in 2035 having been able to access the life-changing benefits of play and sport in order to achieve their full potential. The new strategy responds to the impact of Covid-19 on young people over the last two years and aims to focus initially on those who have been most negatively impacted and the deepening social inequalities. Through this strategy we are also committed to understanding the implications of the digital age on children and young people and help balance the demands of its impact on their lives. The strategy recognises that in order to achieve both of these ambitions we need to galvanize more advocates, influencers and supporters, and we need to shift public perception and political thinking on the national crisis of children's wellbeing.

This strategy has three high level strategic objectives:

- **Urgent action** – Build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged;
- **Generational Shift** - To balance the demands of the digital age through the human connection of physical play and sport; and
- **Societal change** - Transform society's perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

To deliver this strategy we have identified six key groups of changemakers who are best placed to help take urgent action and build belonging. These six key changemaker audiences each align to one of our six core tactics which we have identified as key in order to achieve our objectives.

- **Tactic 1:** Equip educators to rebuild wellbeing and level up life chances of the young people most affected by Covid-19, and those suffering from the effect of inequalities.
- **Tactic 2:** Empower young people by unleashing a nationwide community of young leaders who harness the positive power of play and sport to improve wellbeing, build friendships, and foster understanding.
- **Tactic 3:** Unite a movement of organisations to reclaim play and sport at the heart of every school and make it fun for everyone.
- **Tactic 4:** Mobilise influencers in all areas of public life to make the decline of physical activity levels and human connection in a digital age, matters of national concern.
- **Tactic 5:** Help families understand and champion their children's physical literacy and its importance to a healthy and happy childhood.
- **Tactic 6:** Change from within by increasing our impact on, connection with, and relevance to, a changing world.

The work of the charity extends from influencing policy and building networks which support long term sustainable change, to innovating new ways to harness the power of play and sport within the education and development of young people. We also implement programmes and services, and improve practice by celebrating and disseminating effective practice.

We work most closely with schools and Multi Academy Trusts (MATs). We collaborate and partner with several organisations at a national level including Teaching Unions, Academy Chains, Home Country Sports Councils, National Governing Bodies of Sport, equity organisations, other youth facing charities and non-governmental organisations. We also work with regional and local partners such as Local Authorities, Active Partnerships and a range of small, community-based charities, enabling us to deliver holistic programmes which operate within and beyond the school gates. A number of our projects and programmes are supported through business and corporate partnerships.

We are not a grant giving organisation, however there are occasions where we will seed fund a project or initiative as part of a pilot programme that is later integrated into our mainstream programme delivery.

3.4 Public Benefit

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and confirm that they have complied with their duty in Section 17 of the Charities Act 2011.

The work of YST cuts across a number of key policy areas, including youth, health, education, sport and community development. Our work to broaden and develop play, physical education and sport opportunities for young people not only makes them fitter and healthier, but also improves their confidence and self-esteem, enhances their achievement across the curriculum, supports their wider engagement in the community and allows them to build the foundation for an active, healthy lifestyle.

The work we do to develop young people as leaders has benefits beyond sport - the skills that are developed in this area can stay with young people for life. A large number of young people trained in leadership skills by the YST go on to volunteer in the local community, bringing significant social benefit.

In particular, YST's work has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-

represented groups such as young women and girls, young people with Special Educational Needs and Disability (SEND), young people from diverse ethnic and cultural backgrounds and young people from socio-economically disadvantaged backgrounds.

Finally, supporting and aiding each young person to achieve their personal best in sport demonstrates the ability of every young person to succeed and to achieve. Through allowing talent in sport to emerge – as an athlete, leader or coach – we help to create positive role models and future leaders.

4.0 ACHIEVEMENTS AND PERFORMANCE

4.1 Performance Indicators

During 2022/23 we have been able to evaluate the overall impact of our previous strategy and build on those most successful elements, while also pivoting our focus into new priorities as defined by the new strategy outlined above.

We apply a Monitoring and Evaluation (M&E) Framework, which aims to bring about greater consistency in the way we collect evidence of our impact. The framework is used to guide all aspects of our work, including design, delivery and evaluation.

Our suite of outcome indicators is set out below:

Young people outcomes

- Increased resilience, social wellbeing and confidence to take part in sport and physical activity;
- Increased physical health and mental wellbeing; and
- Percentage of young people involved in our programmes who face disadvantage and/or have lower levels of activity.

Adult impact

- Increased confidence, competence and motivation in their role; and
- Implementation of improvements to their delivery.

Whole School & Wider Societal Impact

- Improved perceptions / prioritisation of PE and School Sport.

4.2 Reach

In the academic year ending in August 2022, we saw:

- 237,981 children participating in a YST programme;
- 86,897 young people trained by the YST; and
- 13,203 adults trained by the YST.

Our reach is understated as it does not include indirect reach through media articles, download of free to access resources, new pieces of YST Research published on our website, engagements through social media and secondary reach of partners that we work with.

We provided innovative content and worldclass training, we helped unite the school sport sector in collaborative action and worked alongside the wider sport and active leisure sector to raise awareness of the most important issues.

4.3 Influencing and advocacy

Throughout the year we campaigned on behalf of young people, schools and the school sport delivery network. We worked to raise awareness of the need to tackle the decline in children's activity levels, united with partners and championed the importance of investing in PE and school sport to government.

Our advocacy work included our CEO, Ali Oliver, giving evidence to the House of Lords Select Committee on a National Plan for Sport and Recreation, which was followed by the Committee's final report which included several of our recommendations. We also worked with sector partners and government officials to inform a new national strategy for sport and the updating of the new School Sport and Activity Action Plan. Additionally, we united over 50 organisations from across the sector in a School Sport and Activity Forum.

National School Sport Week (NSSW) is our annual campaigning week. In June 2022 the week focused on building belonging through sport and the importance of a place for every child in sport. Over 655,000 young people attended a school that registered to take part. Sports days were held up and down the country, with schools, families and communities encouraged to get involved.

In 2022 we delivered:

- 1,351 media articles covering our mission;
- 9,274 downloads of our free to access resources;
- 13 new pieces of YST Research published on our website; and
- 104,084 engagements by followers on social media.

For more information on our influencing and advocacy, please see our [Impact Report](#).

4.3 Building sustainable structures

At YST we believe transformational change can only be achieved through the formula of embedding innovative content, through world class delivery, into sustainable structures. In 2022 we supported the following YST networks:

- 2,724 member schools;
- 1,524 Well Schools;
- 450 School Games Organisers;
- 190 school partnerships;
- 117 PE CatalYSTs;
- 108 multi-academy trusts engaging directly with YST;
- 95 Headteacher Ambassadors; and
- 51 organisations within the School Sport and Activity Sector Partnership.

For more information on us building sustainable structures, please see our [Impact Report](#).

4.4 Equipping educators

As a charity, we use a very successful cascade model for training, which builds capacity, capability and sustainability in the structures we work with. The role of our Learning Academy of 124 tutors, trainers, coaches and Athlete Mentors is to equip educators with the skills and resources to help young people enjoy the life-changing benefits of play and sport.

In the 2021/22 academic year, 13,203 teachers, coaches and practitioners were trained to deliver physical education, sport and play to support the development of young people. As a result of attending training with YST:

- 97% of practitioners felt more competent in their role;

- 96% felt more confident;
- 97% felt more motivated; and
- 94% reported that they were likely to change how they undertake their role.

Following participating in a YST programme:

- 83% of teachers said they had made improvements to their delivery.

4.5 Empowering young people

By building their leadership skills and improving their confidence, competence, motivation, knowledge and understanding, we empower young people to harness the extraordinary power of sport and play to change lives.

In the 2021/22 academic year, 237,981 young people participated in an activity made possible through the work of YST. As a result of taking part in our projects and programmes:

- 71% of young people reported improvements in their confidence in taking part in physical activity;
- 71% reported improvements in their communication skills;
- 85% believed their leadership skills had improved;
- 72% felt that their resilience had improved;
- 76% reported improvements in their team working skills; and
- 71% reported their self-belief had improved.

In addition, 86,897 young people were trained through YST to become young leaders to their peers.

Young people participated or were trained through our programmes, of which some are detailed under section 4.6.

4.6 National Programmes

Below are some highlights from a range of our programmes.

4.6.1 School Games

Supported by Sport England and the National Lottery and delivered on behalf of the Department for Digital, Culture, Media and Sport (DCMS), the School Games aims to:

- Make a difference by putting physical activity and sport at the heart of schools, providing opportunities for young people to compete and achieve their personal best;
- Provide every child with a positive experience in an environment where the young person's motivation, competence and confidence are at the centre of the competition; and
- Tackle inequalities that exist and target new and different young people to have a positive impact on their lives.

In the 2021/22 academic year:

- 25,000 School Games events were hosted through a network of delivery partners;
- There were 2.2 million competitive participation opportunities for young people;
- 1,929 School Games events were held as part of the Commonwealth Games legacy and funding, providing opportunities to 211,411 young people; and

- 7,981 Schools submitted an application for the School Games Mark which rewards schools for their commitment to the development of competition across their school and into the community.

You can read more about the School Games here: www.yourschoolgames.com/about/who-we-are.

4.6.2 School Games National Finals

Athletes from across the UK made friends for life and found a sense of belonging at the 2022 School Games National Finals, the UK's biggest multi-sport event for talented young athletes, which was held in September. The four day event, at Loughborough University, was delivered in partnership with National Governing Bodies of Sport thanks to funding from Sport England through the National Lottery, sportsotland and Sport Wales.

Over 1,000 aspiring athletes competed across ten sports, four of which included disability disciplines, and numerous track records were broken. Alongside the competition, a full programme of athlete education was delivered.

4.6.3 Barclays Girls' Football School Partnerships by England Football

The Football Association's (FA's) vision is to ensure that every girl has equal access to football in school and clubs by 2024, with the goal of 90% of schools nationally offering girls equal access to regular extra-curricular football and 75% of schools nationally offering girls equal access to football in PE lessons.

Driving The FA's vision is Barclays Girls' Football School Partnerships by England Football, a nationwide scheme to mainstream football in school for girls. YST provides the day-to-day coaching and support of the network of local strategic leads and equips them with programmes, such as Disney inspired Shooting Stars by England Football and Barclays Game On part of England Football, alongside training for girls and their teachers.

In 2022:

- 65,109 girls participated in Girls' Football School Partnerships;
- 1,695 girls were trained through Girls' Football School Partnerships;
- 67% of schools achieved equal access to football in PE lessons for girls;
- 3,390 primary schools now have teachers trained;
- 46% of schools achieved equal access to extra-curricular football for girls; and
- 90% of schools were offering girls extra-curricular football.

4.6.4 BE Football

In partnership with the Football Association of Wales, BE Football aims to develop girls' self-esteem, confidence and skills through football activities, curriculum learning with trained PE staff, and extra-curricular clubs led by trained football influencers.

Across 38 schools, 48 teachers and 82 influencers were trained, with 99% of the football influencers feeling that they had improved their team working skills.

4.6.5 Inclusion 2024

Designed to increase the opportunities for children with special educational needs to engage in PE and school sport, Inclusion 2024, funded by the Department for Education, is a collaboration between pupils, schools, practitioners and partners.

In the 2021/22 academic year, 1,398 schools received specialised advice, training and guidance, and 4,050 school staff were trained through a network of lead schools.

4.6.6 Young Ambassadors

A decade on from being established as a London 2012 legacy programme, the Young Ambassadors movement continues to be at the heart of sports participation programmes, thanks to partnerships between YST, Sport Wales and sportscotland. With over 2,500 Young Ambassadors active across Wales, last year saw Sport Wales commission a review of the network, ten years on from its inception, which has reignited Young Ambassadors with a new vision for 2023 and beyond.

The Young Ambassador programme continues to thrive in Scotland. Driven by sportscotland, YST trained 27 young people who form the Conference Delivery Team. In September 2022, the team trained 619 Young Ambassadors from 308 schools.

4.7 Targeted interventions

Below are some highlights from a range of our targeted interventions.

4.7.1 Physical Literacy in the Early Years – ‘Healthy Movers’

Designed to support the physical literacy, wellbeing and school readiness of 2-5 year olds, Healthy Movers delivers resources and training for early years’ practitioners, which families can continue to use at home.

In the 2021/22 academic year, 70 early years settings took part in Healthy Movers and 143 practitioners were trained.

Across Cornwall, Dorset, Bournemouth, Christchurch and Poole, 1,657 children took part in Healthy Movers. Practitioners reported that the programme had a number of positive impacts on the children:

- 98% had more confidence to be active;
- 98% had more enjoyment of physical activity;
- 98% had improved listening skills; and
- 84% had improved speaking skills.

4.7.2 Mental Health & Emotional Wellbeing - ‘Active in Mind’

By harnessing the positive impact of mentoring, Active in Mind (funded by Sport England and Sport Wales) uses physical activity to improve the mental health, confidence and wellbeing of young people.

This year saw 117 schools taking part from England, Wales and Northern Ireland, with each school selecting up to 30 student mentors. 88% of mentors felt their leadership skills had increased as a result of the programme and 85% of teachers believe the programme had a positive effect.

4.7.3 Mental Health and Emotional Wellbeing – ‘Lidl Sport for Good’

The Lidl Sport for Good programme promotes positive mental health by focusing on the role of physical activity in improving mental and social wellbeing, through the use of peer mentors. Our partnership with Lidl saw 5,217 young people take part and the creation of 662 student mentors.

87% of teachers have made some or lots of improvements to their delivery as a result of the programme.

4.7.4 Tackling gender inequality – ‘Girls Active’

Using a delivery model of collaboration with local partners, and with a focus on tackling inequality, the Girls Active programme helps schools to understand what motivates girls to take part in PE and sport, and works with them to make the necessary changes to provision.

An exciting partnership with The Sweaty Betty Foundation targeted the least active girls in schools in London, Leeds and Glasgow, using boxing, yoga, dance and musical theatre (all delivered by Sweaty Betty instructors) to engage the girls.

4.7.5 Closing the gaps created by disadvantage – 'Set for Success'

Funded by the Wimbledon Foundation, the charitable arm of the All England Lawn Tennis Club and The Championships, Set for Success is a youth leadership initiative that gives young people from disadvantaged backgrounds the opportunity to develop life and leadership skills through mentoring sessions delivered by inspirational athletes.

In the 2021/22 academic year:

- 133 young people from 10 schools took part;
- 79% said it had improved their teamwork skills; and
- 61% reported it had improved their progress at school.

4.7.6 Building community cohesion – 'Birmingham Connect'

The Birmingham Connect programme used the excitement of the Birmingham 2022 Commonwealth Games to promote social integration amongst 12-14 year olds from very different communities within the city. Young 'Connectors' used the power of sport to bring people together.

Funded by the Commonwealth Sport Foundation via Birmingham 2022 and Sport England, 12 schools participated in the programme, with 83 Connectors trained and 1,581 students taking part.

The impact on the young people was clear:

- 94% of Connectors agreed they had a good understanding of different cultures; and
- 66% of young people said that their feeling about belonging to their school had increased.

4.7.7 Community Cohesion – 'Breaking Boundaries'

Funded by Spirit of 2012 and delivered in partnership with Sporting Equals and a consortium of partners, the Breaking Boundaries programme brings young people, their families and communities from different ethnicities and cultures together, through cricket and multi-sport activities.

Working with community groups and city cohesion teams, the project engaged over 5,000 participants, with outcomes including improvements in partnership working, wellbeing, community participation and social connectedness.

4.7.8 Global awareness & understanding – 'Commonwealth Connections'

The Commonwealth Connections programme created a sense of belonging by twinning 60 schools from the West Midlands with schools from ten Commonwealth nations. YST Athlete Mentors helped young people to learn about each other's cultures and develop leadership skills, delivering sports clubs and festivals linked to the country they had been twinned with.

4.8 Securing Funding for the Charity

As a registered charity, we rely on income from fundraising to deliver our charitable objectives. YST is committed to ensuring that by undertaking fundraising activities we uphold any legal, statutory and regulatory requirements, and maintain our reputation and adherence to our organisational values. Our [Fundraising Policy](#) sets out how fundraising at YST is managed to ensure that we maintain these standards, and provide reassurance and transparency to our donors, funders, supporters and partners.

We are registered with the Fundraising Regulator and are committed to complying with the Fundraising Regulator's 'Code of Fundraising Practice' and 'The Fundraising Promise', along with all applicable guidance from the Charity Commission. No complaints have been received about our fundraising activity during the year (2022: none).

4.9 Fundraising Income

Commercial/corporate partnerships: In spring 2022, YST embarked on a new relationship with Frasers Group, involving their brands Sports Direct and Sports Directory. The three year partnership saw a significant sponsorship deal signed with rights across National School Sport Week (NSSW) 2023, in alignment with their Sports Slam campaign, and YST annual conference as supporting sponsor. The partnership officially launched to the public in March 2023 and will provide YST with brand and NSSW campaign profile across over 450 Sports Direct stores in the UK and 28,000 schools. In early 2023, the partnership was extended to cover Sports Direct Ireland, securing further income for an initial 12 month period.

2022/23 was a successful year for corporate charity partnerships, with several corporate organisations signing agreements to raise funds for YST through direct company donations and staff fundraising. Committed organisations include Lacoste UK, Kingswood, Limitless Kit (YST kit sponsor), NEXA Properties, Corporate Games and Foresters Friendly Society amongst others.

March 2023 saw the delivery of a successful commercial exhibition and sponsorship programme, alongside the YST Annual Conference. A total of £73k was raised through unrestricted sponsorship agreements, with our sponsor portfolio also growing, and a further £72k was generated through exhibition stand sales. Ortus Energy committed as Headline Sponsor of the conference for the second year running and Sports Directory came on board as Exhibition Sponsor for the first of three years. We also had four supporting sponsors from our YST Business Changemaker group.

Trusts and Foundations: Over the 2022/23 financial year, income received through Trusts and Foundations included grants from some of our long-standing funders - The John Armitage Charitable Trust, the Roden Family Foundation, Spirit of 2012 and Wimbledon Foundation - as well as a new funder, Esmée Fairbairn Foundation. We also received important funding for a second year from Garfield Weston Foundation and the Chance to Shine Foundation. The funding generated has enabled us to directly deliver key programmes and campaigns including Breaking Boundaries, Set for Success, Team Up and Unified Action – Diversifying Youth Governance. In addition, core grants have contributed to the financial stability of the charity and have enabled vital development work to take place. This includes: research to establish geographical growth areas to support the delivery of our strategy in places which need the greatest support; our digital transformation; and developing systems and processes to deliver our mission efficiently and effectively. It has also ensured we can support the ongoing development of a diverse, skilled and motivated workforce through staff development, training and leadership opportunities.

Donor Fundraising: Individuals and organisations help support the YST mission and help us in improving young peoples' lives. We would like to thank every one of the many individuals and organisations that have helped us during the year. The work we do simply would not be possible without our generous supporters and passionate fundraisers who every year take part in numerous challenges to raise funds to support our work.

Individuals such as our supporter of the year, Patrick Traylor, who completed a year-long challenge called Project 52 during 2022, raising over £11,000.

YST's fundraising activity aims to strike a balance between funding the core of the organisation and aligning with priority campaigns and activities, for example National School Sport Week.

We are committed to high standards throughout our fundraising activity: we are clear about who we are, what we do and how gifts are used. We respect the rights, dignities and privacy of our supporters and beneficiaries and comply with relevant laws including those that apply to data protection, health and safety, and the environment.

We also strive to be a globally responsible charity with a strong commitment to the 17 United Nations Sustainable Development Goals (SDGs).

5.0 FINANCIAL REVIEW

5.1 Overview

Robust financial planning, monitoring and control are fundamental to the operation of the charity. The structured approach we take ensures synergy between our plans – our core strategic plan informs our annual operational plan, detailing our key aims and objectives for the year, which is underpinned by our annual budget.

The financial year 2022/23 is the first year of a long-term strategy (2022 to 2035) "Inspiring Changemakers, Building Belonging". The first phase of the activity runs from 2022 to 2025 where six core tactics have been identified as shown on page 9. The income that we target and subsequently receive has to fulfil our charitable objects as well as satisfying our strategic aims.

Total Group income reduced by 14% due to restricted income reducing by 15% and unrestricted income reducing by 4%. Despite the drop in restricted income, activity on restricted charitable activities has been maintained at a similar level to last year through utilising £1,023,102 restricted funds.

The reduction in restricted income has come from: one-off project income that was received last year (from Sport England: Active Recovery Hub and Commonwealth Games projects) not being repeated this year; a reduction in income received from local government bodies due to less money being available as a result of the cost of living crisis; a decline in Trusts & Foundations income due to more organisations applying for the same funding; and a reduction in funding from The FA, as underspend from income received last year has been used to fund activity this year.

In March 2022, Sport England awarded YST a 'System Partner' role spanning five years, to help support Sport England to deliver system-wide change to level up access to sport and physical activity across the country. In 2022/23, YST received the first tranche of this funding.

Unrestricted income has reduced by 4%. Membership income has reduced considerably due to the late announcement by the government of the School Sport Activity Plan funding and the pressure schools have faced due to the cost of living crisis. This reduction has been substituted by good progress being made on securing partnership and sponsorship agreements (some of which has been received through the trading subsidiary), alongside improved interest income due to rises in the Bank of England base rates.

The trading subsidiary income increased by 36% from last year. As mentioned above, this is primarily through securing partnership and sponsorship income.

The Group returned an unrestricted deficit of £91,763 (2022 – surplus of £752,367) which includes a trading subsidiary profit of £119,947 (2022 – profit £75,136).

In the 2022 Annual Report, YST earmarked £1,340,000 as designated funds to support the first phase (2022 to 2025) of the new 13 year strategy. At the same time, designated funds were also set aside (£341,538) to support short-term, operational and innovation programmes that were not completed by the end of the last financial year. The designated funds balance is now £1,307,289, which is for projects relating to the new strategy. The unspent short-term, operational and innovation programmes residual balance of £152,485 has been transferred to General Funds (unrestricted) – see designated funds note 15.

The Group's unrestricted reserves now stand at £6,764,287 (2022: £6,856,050) and included within this are designated reserves of £1,307,289 (2022: £1,681,538).

5.2 Reserves policy

Our minimum reserves policy was revised in 2021 to reflect the costs of an orderly wind up of the charity. This includes redundancy and notice period costs together with the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements.

The minimum reserves have been calculated at £3,045k which is £2,945k for the orderly wind up of the charity plus an allowance of £100k for the impact of adverse, unplanned events.

The general free reserves on 31 March 2023 were £5.4m (2022: £5.2m), which is more than the minimum reserves policy set by the trustees. Although we are now through the first year of the new, long-term strategy, there will be a need for further designated funds to support the strategy's aims. It is, therefore, likely that further investment into strategic projects may be required in future years.

5.3 Investment powers and policy

Under our Articles of Association, the charity has the power to invest in any way the trustees wish.

The trustees, having regard to the liquidity of the organisation and its reserves policy, have operated a policy of keeping funds available in interest bearing deposit accounts, incorporating long-term and short-term deposit facilities across two banking institutions.

The invested funds held by the parent charity on deposit achieved a 12-month average return of 1.6% against the average base rate for the year to 31 March 2023 of 2.27%.

5.4 Risk management

YST manages risks at three levels: strategy, organisational and project. During the year, there has been a change to the contents of what is included in the strategy and organisational categories. The Risk Management procedure (part of our ISO 9001:2015 accredited Quality Management System) has been updated to reflect these changes.

Project level risks are reviewed monthly at a case conference meeting led by our Chief Operating Officer (COO).

Organisational level risk categories are managed by members of our executive team and have been reviewed and updated this year. The Organisational Risk Register is reviewed by the COO and any significant areas of risk (including those at Project level) are raised at regular executive team Operational Meetings. The Organisational Risk Register is also shared ahead of each Audit and Risk Committee meeting. There are eleven, key categories under which our organisational level risks are grouped and assessed, with mitigation plans. These include: Welfare and Safety (Safeguarding); People; Diversity and Inclusion; Data and Systems; Income Targets; Financial Environment; Legal and Governance; Political; Reputational and Brand; Programme Delivery; and School Engagement.

Strategy level risks that would prevent the charity from achieving its strategy success measures for 2035, are updated by the executive team and presented to the Audit and Risk Committee ahead of each Board meeting. The three most significant risks that would prevent us from achieving each of our three objectives (see page 8) have been identified. These are:

Urgent Action – build back healthier, happier and more resilient young people and level the playing field for those most disadvantaged.

- Risk 1: YST is unable to make this difference to the target groups of young people.
- Risk 2: YST fails to engage the local partners required to make the impact we are aiming for.
- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

The key lever for mitigation of these risks is to pursue the activity and actions detailed in our internal tactic workplan “Equip educators to rebuild wellbeing and level up life chances for young people most affected by Covid-19, and those suffering from the effect of inequalities”.

Generational Shift – to balance the demands of the digital age through the human connection of physical play and sport.

- Risk 1: YST does not generate a viable model to support young people to balance the demands of the digital age through the human connection of physical play and sport.
- Risk 2: YST fails to spark the imagination and gain the commitment of sufficient stakeholders to create significant reach and impact.
- Risk 3: YST fails to generate the evidence base for impact in our approach, limiting both impact and growth of this to more areas.

The key lever for mitigation of these risks is to pursue the activity and actions detailed in our internal tactic workplan “Empower young people by unleashing a nationwide community of young leaders, who harness the positive power of play and sport to improve wellbeing, build friendships, and foster understanding”. This will be done through collaborative partnerships at a local to national scale, create opportunities for young people to lead their peers building belonging, developing life skills and creating balance.

Societal Change – transform society’s perceptions and attitudes towards the importance of physical literacy, play and sport in the education and development of young people.

- Risk 1: YST fails to inspire others to commission a large-scale campaign.
- Risk 2: YST inspires commissioning of a campaign but is not driving/leading it.
- Risk 3: YST inspires a campaign which fails to impact attitudes & perceptions or suffers another failure.

The key lever in mitigating these risks is to pursue the activity and actions detailed the internal tactic workplan “Mobilise influencers in all areas of public life, to make the decline in physical activity levels and human connection in a digital age, matters of national concern”. This will be done by Identifying priority audiences whose minds we need to (and can) change, the barriers to change, and the influencers (including brands) who each of our priority audiences listen to.

All workplans are being progressed and updated periodically to ensure activities and actions are being undertaken to deliver the strategy.

6.0 PLANS FOR FUTURE PERIODS

Looking ahead, we will be starting the new financial year with a number of priorities:

- Maintaining engagement with the Department for Education (DfE), Department for Digital Culture Media and Sport (DCMS) and Department of Health and Social Care (DHSC);
- To influence and support the finalisation of the updated School Sport & Activity Action Plan;
- Launching National School Sports Week 2023, which this year will focus on raising awareness of the Chief Medical Officer's guidance that children aged 5-16 years should engage in moderate to vigorous physical activity for at least 60 minutes a day. Sports Direct will be launched as the new NSSW sponsor and through this partnership we will be able to amplify important messages for parents and families as well as incentivise and reward school engagement;
- Summarising the conclusion of the first year of the 2022 – 2035 strategy and refining the key success measures for the first phase of this strategy (to 2025);
- Later in the summer the 2023 FIFA Women's World Cup will provide a powerful hook to extend the impact of our work in partnership with The FA to create equal access to football in schools for girls;
- The start of the new 2023/24 academic year will see us launch both our 'placemaking' work in 3 local communities and our strategy for growth across 20 areas. Placemaking will be characterised by understanding more deeply the local context and working at a systemic level to co-create novel solutions which unlock children's access to play and sport. Growth areas will see us deepen our impact through the identification of local priorities and concentrate targeted YST interventions in these places to increase impact;
- This year we will re-launch our Youth Leadership framework, build on the success and reach of our Well School Movement, and establish a pioneering new youth-led, after school sport club network, with a focus on informal education and personal development through sport;
- With the general election looming, throughout 2023/24 we will be establishing a set of policy priorities, consulting widely and crowdsourcing new thinking. These will form the basis of a new Manifesto for School Sport which we will launch in the House of Commons at the end of January 2024; and
- The financial year will conclude with our 26th Annual Conference and Exhibition.

7.0 AUDITOR

Buzzacott LLP have indicated their willingness to continue in office subject to approval by the YST Board at the AGM.

8.0 STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps they ought to have taken as trustees to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, including the Strategic Report, was approved on behalf of the board.



Mr Richard Davidson
Chair of trustees
Date: 6th July 2023

Trustees' responsibilities in the preparation of the financial statements

The trustees (who are also directors of YST for the purposes of company law) are responsible for preparing the Trustees' Report and the incorporated Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the group for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the charitable company, the group and of the income and expenditure of the group for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF YOUTH SPORT TRUST**Opinion**

We have audited the financial statements of Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2023 and of the Group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have

performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation), safeguarding legislation and the Code of Sports Governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and

for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 2 October 2023

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

31 March 2023

	Notes	Unrestricted funds			2023 Total funds £	2022 Total funds £
		General funds £	Designated funds £	Restricted funds £		
Income from:						
Donations and capital grants	2	282,548	—	—	282,548	322,991
Charitable activities	3	10,886	—	9,017,128	9,028,014	10,662,235
Other charity trading activities	4	517,119	—	—	517,119	718,880
Investments	5	156,833	—	—	156,833	26,948
Other trading activities	6	345,898	—	—	345,898	254,009
Total		1,313,284	—	9,017,128	10,330,412	11,985,063
Expenditure on:						
Raising funds		27,736	117,654	244,997	390,387	193,484
Charitable activities	7	928,373	104,110	9,795,233	10,827,716	10,544,481
Other trading activities	6	227,174	—	—	227,174	178,899
Total	8	1,183,283	221,764	10,040,230	11,445,277	10,916,864
Net income (expenditure)		130,001	(221,764)	(1,023,102)	(1,114,865)	1,068,199
Transfers between funds	15	152,485	(152,485)	—	—	—
Net movement in funds		282,486	(374,249)	(1,023,102)	(1,114,865)	1,068,199
Reconciliation of funds						
Fund balances at 1 April 2022		5,174,512	1,681,538	4,269,330	11,125,380	10,057,181
Fund balances at 31 March 2023		5,456,998	1,307,289	3,246,228	10,010,515	11,125,380

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All of the charity's activities derived from continuing operations during the current financial year.

All recognised gains or losses are included in the above statement of financial activities.

BALANCE SHEET

31 March 2023

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
Fixed assets					
Tangible assets	11	96,854	89,089	96,854	89,089
Investment in Subsidiary	18	—	—	1	1
		96,854	89,089	96,855	89,090
Current assets					
Stock		23,198	15,402	—	—
Debtors	12	1,263,539	1,399,585	1,047,808	1,437,307
Short term deposits		9,509,363	9,107,750	9,509,363	9,107,750
Cash at bank and in hand		816,899	1,611,774	611,157	1,328,425
		11,612,999	12,134,511	11,168,328	11,873,482
Liabilities					
Creditors: amounts falling due within one year	13	(1,699,338)	(1,098,220)	(1,540,988)	(1,078,453)
		9,913,661	11,036,291	9,627,340	10,795,029
Net current assets					
		10,010,515	11,125,380	9,724,195	10,884,119
Total assets less current liabilities					
		10,010,515	11,125,380	9,724,195	10,884,119
Income funds					
Restricted funds	14	3,246,228	4,269,330	3,246,228	4,269,330
Unrestricted funds:					
General		5,456,998	5,174,512	5,170,678	4,933,251
Designated	15	1,307,289	1,681,538	1,307,289	1,681,538
		10,010,515	11,125,380	9,724,195	10,884,119

The parent charity's net movement in funds for the year was outgoing funds of £1,159,924 (2022: incoming funds £1,045,337).

The financial statements on pages 26 to 46 were approved by the Board and authorised for issue on 6th July 2023 and signed on its behalf by:



Mr Richard Davidson
Chair

Company Registration No. 4180163 (England and Wales)

CONSOLIDATED STATEMENT OF CASH FLOWS

31 March 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash (used in) providing operating activities	A	(490,341)	181,990
Cash flows from investing activities			
Interest from investments		156,833	26,948
Purchase of property, plant and equipment		(59,996)	(52,950)
Proceeds from sale of fixed assets		242	—
Net cash provided by (used in) investing activities		97,079	(26,002)
Change in cash and cash equivalents in the reporting period	B	(393,262)	155,988
Cash and cash equivalents at the beginning of the reporting period		10,719,524	10,563,536
Cash and cash equivalents at the end of the reporting period		10,326,262	10,719,524

A Reconciliation of net expenditure to net cash flow from operating activities

	2023 £	2022 £
Net (expenditure) income for the reporting period	(1,114,865)	1,068,199
Adjusted for:		
Depreciation charges for amortisation and losses on disposals	51,989	34,444
Interest from investments	(156,833)	(26,948)
Decrease (Increase) in debtors	136,046	(1,023,358)
Increase in creditors	601,118	139,121
(Increase) in stocks	(7,796)	(9,468)
Net cash provided by operating activities	(490,341)	181,990

B Analysis of changes in cash and cash equivalents

	2022 £	Cash flows £	2023 £
Cash at bank	1,611,774	(794,875)	816,899
Short term deposits	9,107,750	401,613	9,509,363
Total cash and cash equivalents	10,719,524	(393,262)	10,326,262

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

General information

YST is a charitable company incorporated in England and does not have share capital.

The address of the charity's registered office is SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

YST meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below.

Basis of consolidation

The Group accounts consolidate the financial statements of the charity and its trading subsidiary, YSTe (company number 03289889), on a line by line basis. Intra-group transactions are eliminated on consolidation. Surpluses and deficits of organisations entering or leaving the Group are included from the date of acquisition or up to the date of disposal. The Charity has taken exemption from presenting its unconsolidated SOFA under section 408 of Companies Act 2006.

Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations and sponsorship income - the income received from donations and sponsorship is accounted for once the conditions for receipt have been met and there is probability of receipt. Donated assets are accounted for as soon as they are received and are included in the financial statements at a reasonable estimate of their value. Any income arising from donated assets is accounted for on a receipts' basis.

Government grants and contracts - the income arising from these sources is accounted for when, and to the extent, that the Group has the entitlement to the consideration and receipt of funds is probable.

Income (continued)

The recognition of income from government grants and contracts is dependent upon whether:

- ◆ the donor specifies that the grant or donation must only be used in future accounting periods; or
- ◆ the donor has imposed conditions which must be met before the Group has unconditional entitlement.

Fundraising event income is accounted for on a receivable basis.

Membership income is recognised in the year it is invoiced as the majority benefits accruing to members are received in the same year.

Investment income is recognised on a receivable basis.

Donated services and facilities

Where services are provided to the Group as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the Group.

Expenditure

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Group to the expenditure.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- ◆ Raising funds are those costs incurred in attracting income, and those incurred in any trading activities that raise funds.
- ◆ Charitable activities include expenditure associated with the provision and organisation of sports facilities in accordance with the objects of the charity and include both the direct costs and support costs relating to these activities.

Included within support costs are amounts for staff costs and governance costs (which include those incurred in the governance of the Group and its assets, and are primarily associated with the constitutional and statutory requirements). This represents the allocation of salary costs for persons employed by the charity who are actively involved in both direct charitable activities in addition to administrative duties. All support costs have been allocated to Group cost categories on a basis consistent with the use of resources.

Taxation

YST is a registered charity and undertakes activities which, under present legislation, are not subject to Corporation Tax.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Debtors

Trade and other debtors, which are receivable within one year, are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and bank balances

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of six months or less from the date of acquisition.

Trade creditors and liabilities

Trade creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Tangible fixed assets and depreciation

Tangible assets with a useful life of more than one year, and which cost in excess of £1,000, are capitalised and included at cost. Depreciation is provided on all tangible assets, so as to write off the cost of each tangible asset on a straight-line basis over its expected useful life as follows:

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Leasing and hire purchase commitments

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Accumulated funds

General funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity's mission. Where there is an underspend on a designated project, the funds are transferred to unrestricted funds.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Overhead costs are spread across the projects in proportion to total payroll and consultancy costs. The aim and use of each restricted fund are set out in the notes to the financial statements.

Transfers between unrestricted and restricted funds represent the charity's contribution towards the costs incurred in carrying out projects substantially funded by external restricted funding.

Going concern

The two major funders of YST are Sport England and The FA, and combined they account for around 70% of this year's funding. In March 2022, Sport England have awarded YST a "system partner" role which provides longer term (5 years from the financial year 2022/23) upfront certainty of funding, and The FA are finalising their agreement to August 2024 at a similar level to 2022/23. A further development in the year is that the Wimbledon Foundation has increased their funding to £1m for the academic year 2023/24 and upwards of £1m per year for the next 3 academic years. This provides us with confidence that we will maintain our current income levels for the foreseeable future.

Taking the above into consideration, the trustees consider that the Group has adequate funds to meet anticipated future objectives. The financial statements have been prepared on a going concern basis.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key estimates used are:

- ◆ Estimating the useful economic life of tangible fixed assets for the purposes of determining depreciation rates;
- ◆ Estimating the completion of multiyear projects, including how much income to defer or accrue;
- ◆ The allocation of staff and support costs;
- ◆ Estimating future income and expenditure for the purposes of the going concern assessment and

We have considered whether the restricted funds received by the charitable company are performance related grants/contracts or not. For those we have concluded meet the definition of performance related grants/contracts, we confirm that the expenditure incurred on each grant/contract is the most appropriate measurement to determine the level of performance delivered.

1 Comparative information – statement of financial activities

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2022 Total funds £
Income from:					
<i>Donations and capital grants</i>	2	322,991	—	—	322,991
<i>Charitable activities</i>	3	41,283	—	10,620,952	10,662,235
<i>Other trading activities</i>	4	718,880	—	—	718,880
<i>Investments</i>	5	26,948	—	—	26,948
<i>Other trading activities</i>	6	254,009	—	—	254,009
Total		1,364,111	—	10,620,952	11,985,063
Expenditure on:					
<i>Raising funds</i>		18,265	—	175,219	193,484
<i>Charitable activities</i>	7	414,580	116,799	10,013,102	10,544,481
<i>Other trading activities</i>	6	178,899	—	—	178,899
Total	8	611,744	116,799	10,188,321	10,916,864
Net income (expenditure)		752,367	(116,799)	432,631	1,068,199
<i>Transfers between funds</i>	15	<i>(1,038,454)</i>	<i>1,038,454</i>	—	—
Net movement in funds		(286,087)	921,655	432,631	1,068,199
Reconciliation of funds					
<i>Fund balances at 1 April 2021</i>		<i>5,460,599</i>	<i>759,883</i>	<i>3,836,699</i>	10,057,181
Fund balances at 31 March 2022		5,174,512	1,681,538	4,269,330	11,125,380

2 Donations and legacies

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Garfield Weston Foundation	50,000	—	50,000	50,000
John Armitage Charitable Trust	50,000	—	50,000	100,000
Sky	15,072	—	15,072	51,810
Other grants and donations	167,476	—	167,476	121,181
	282,548	—	282,548	322,991

3 Charitable activities

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Department for Education	—	297,036	297,036	296,458
Sport England	—	5,871,275	5,871,275	6,521,273
Sport Wales	—	152,500	152,500	238,000
sportscotland	—	135,916	135,916	27,131
The Football Association	—	1,468,864	1,468,864	1,719,508
The Football Association of Wales	—	72,522	72,522	42,514
Lawn Tennis Association	—	28,116	28,116	50,000
Major League Baseball Europe Ltd	—	82,475	82,475	82,514
Spirit of 2012	—	207,649	207,649	280,950
Wimbledon Foundation	—	165,768	165,768	254,570
Esmee Fairbairn Foundation	—	66,000	66,000	—
Chance to Shine Foundation	—	11,021	11,021	76,269
Commonwealth Sport Foundation - Birmingham Organising Committee for 2022*	—	(22,863)	(22,863)	75,000
Bupa Foundation	—	—	—	80,000
Sweaty Betty Foundation	—	—	—	86,305
Co-op Foundation	—	—	—	31,695
Sir John Beckwith Charitable Trust	—	5,434	5,434	26,850
Somerset County Council	—	12,029	12,029	16,840
Dorset County Council	—	—	—	100,000
Haringey Council	—	—	—	48,999
Active Partnerships	—	63,347	63,347	—
Active Cornwall	—	9,060	9,060	86,178
Birmingham Education Partnership	—	16,327	16,327	52,351
Lidl	—	128,285	128,285	75,000
Nike	—	19,569	19,569	18,702
Sky UK Limited	—	—	—	36,200
CSM Sport & Entertainment LLP	—	—	—	61,737
Loughborough University	—	90,500	90,500	—
HMRC Kickstart Scheme	10,886	—	10,886	2,250
HMRC Coronavirus Job Retention Scheme	—	—	—	39,033
Other charitable activities	—	136,298	136,298	235,908
	10,886	9,017,128	9,028,014	10,662,235

*£22,863 was refunded to Commonwealth Sport Foundation due to an underspend on the project.

4 Other trading activities

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Conferences/Membership & other	517,119	—	517,119	718,880

5 Investment income

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Bank interest – YST	155,610	—	155,610	26,922
Bank interest – Subsidiary	1,223	—	1,223	26
	156,833	—	156,833	26,948

6 Other trading activities

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Youth Sport Trust Enterprises				
Income:				
Net sales from trading activities	345,898	—	345,898	254,009
Expenditure:				
Net expenditure on trading activities	227,174	—	227,174	178,899

7 Expenditure

Charitable activities:

Activity	Direct costs £	Direct Salary costs £	Support costs £	2023 Total funds £	2022 Total funds £
Transforming PE	—	—	—	—	493,551
Removing Barriers	—	—	—	—	6,212,234
Unlocking Potential	—	—	—	—	2,379,968
Empowering Activism	—	—	—	—	947,249
Strengthening Foundations	—	—	—	—	511,479
Educators	1,584,784	1,130,204	662,186	3,377,174	—
Young People	1,361,942	1,097,085	642,781	3,101,808	—
Organisations	2,391,296	738,288	432,563	3,562,147	—
Influencers in public life	187,552	8,300	4,863	200,715	—
Families	35,355	5,112	2,995	43,462	—
Ourselves	108,240	273,769	160,401	542,410	—
	5,669,169	3,252,758	1,905,789	10,827,716	10,544,481

Direct costs and direct salary costs are on an as incurred basis. Support costs are allocated to charitable activities in proportion to direct salary costs.

The Youth Sport Trust launched its new strategy “Inspiring Changemakers, Building Belonging” in May 2022 (see page 8). As this is a new strategy it has not been possible to align prior year expenditure to the activities of the new strategy.

7 Expenditure (continued)

Support costs consist of:

	2023 Total funds £	2022 Total funds £
Salaries (management & administration), consultants and associated costs	1,155,019	1,075,379
Staff recruitment, training and welfare	110,161	70,181
Travel and subsistence	125,660	46,447
Office and IT costs	355,020	263,327
Rent, rates and service charge	127,944	94,609
Insurance	21,488	19,670
Depreciation	47,963	34,444
Loss on disposal of assets	4,026	—
Governance costs	91,308	89,936
Costs attributable to the trading subsidiary	<u>(132,800)</u>	<u>(158,300)</u>
	1,905,789	1,535,693

The comparatives for Salaries (management & administration), consultants and associated costs have been changed to reflect the salaries of management & administration staff only, whereas previously direct salaries were also included.

Comparatives for staff recruitment, training and welfare have been reduced by £10,794 and added onto office and IT costs as these costs (HR software) relate to IT and not staff recruitment.

8 Total expenditure

Total expenditure includes:

	2023 Total funds £	2022 Total funds £
Staff costs (note 10)	4,416,747	4,233,063
Auditor's remuneration:		
· Audit – current year	28,650	25,290
· Other – tax services	5,543	1,250
Operating lease rentals – land and buildings	44,419	41,253
Depreciation – owned assets	47,963	34,444
Loss on sale of fixed assets	4,026	—

9 Trustees and key management personnel

None of the trustees (or any persons connected with them) received any remuneration during the year. Payments totalling £714 (2022: £347) were made to 3 (2022: 3) trustees to reimburse expenses.

The charity has trustee indemnity insurance (cover of £5m) in place at a cost of £5,389 (2022: £4,812).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the Group was £663,266 (2022: £542,216).

10 Employees

The average monthly number of employees during the year was:

	2023 No.	2022 No.
Programme delivery:		
• Direct delivery	57	58
• Programme support	23	22
Management and administration	23	24
	103	104

The average number of full-time equivalent employees during the year was:

	2023 No.	2022 No.
Programme delivery:		
• Direct delivery	54	55
• Programme support	23	20
Management and administration	20	22
	97	97

	2023 £	2022 £
Employment costs		
Wages and salaries	3,847,378	3,691,404
Social security costs	384,042	346,847
Other pension costs	167,229	163,944
Apprenticeship levy	18,098	17,330
	4,416,747	4,219,525
Redundancy costs	—	13,538
	4,416,747	4,233,063

Pension costs are allocated to activities in proportion to employee time spent.

The number of employees whose annual emoluments were £60,001 or more were:

	2023 No.	2022 No.
£60,001 - £70,000	5	4
£80,001 - £90,000	1	1
£90,001 - £100,000	1	—
£120,001 - £130,000	1	1

The employer pension contributions in respect of the above employees were £29,460 (2022: £21,645).

Volunteers

Alongside our Trustees and Patrons, in 2022/23 the YST benefited from volunteers in the following ways:

School Games National Finals (SGNF)

For the 2022 SGNF we had 361 volunteers, made up of a variety of roles including: venue managers; venue support; sport specific support; National Governing Body (NGB) officials; and team managers.

YST Youth Board

Our Youth Board (maximum 12 members) aims to give a voice to young people from every corner of society and has 3 main areas of responsibility: Inform; Influence; and Engage. The Youth Board have monthly, virtual meetings, with the agenda set by the Chair, who is also a trustee of the YST.

Highlights of their contribution and representation in 2022/23 have been:

- Sending a letter to the Prime Minister highlighting the importance of youth voice in the current cost of living crisis and asking him to protect every young person's right to play and sport;
- Attending an All-Party Parliamentary Group for Sport meeting at Westminster, in celebration of International Women's Day 2023;
- Attending the SGNF as volunteer leaders, the YST Annual Conference in March 2023, and a YST Board meeting;
- Attending a 24 hour residential to shape and share priorities for Youth Board actions in the year ahead;
- Hosting a conversation with YST staff on inequalities in sport as part of the Inclusive Cultures series; and
- Attending an Inclusion Summit in Manchester and taking part in a BBC consultation workshop to give feedback on ideas on future sport documentaries.

The Youth Board is actively recruiting, as 4 longer-serving members have stood down this year, with the aim of having between 10 and 12 members in place by September 2023. In addition, the Youth Board is currently seeking a new Chair. All departing members have positively acknowledged the role the Youth Board has played in developing them as young people and have expressed their commitment to continuing to be changemakers and ambassadors for the future work of the YST.

More information regarding the work of the Youth Board can be found here: <https://www.youthsporttrust.org/about/our-people/our-youth-board>

Team Leaders

17 Team Leaders have received both twilight and weekend training and have provided support at a variety of events, including: SGNF; BE Football; and Welsh National Leadership Academies.

Young Ambassador Steering Group

This steering group supports the development of the Young Ambassador ("YA") movement across Wales. In 2022/23, 6 members of the steering group helped to plan, organise and deliver our National YA conference in November 2022, which took place at the Swansea.com stadium.

Around 80 Gold Young Ambassadors and 40 support staff attended the conference, which consisted of a series of YA-led workshops (delivered by the steering group members) to help *influence, lead and inspire* the next generation of Gold Young Ambassadors.

Young Ambassadors (Scotland)

Through a partnership programme with sportscotland, this movement aims to allow Yas to influence decision making and engage in driving change in their schools for more young people to access PE, play and sport in a way that best suits them. In 2022/23:

- 22 Yas recruited to be the YA Conference Delivery Team for 2022, who then attended a training residential; and
- 6 YA Conferences delivered in September 2022.

National Youth Sport Forum

This forum is a collaborative, co-creative group of 16-25 year olds from organisations across the sport sector. The forum will influence the direction and policy of School Sport and Physical Activity and contribute to the actions inspired by the School Sport Activity Action Plan (SSAAP), bringing youth voice to the heart of our work.

8 young people were involved in the forum in 2022/23 with 3 new members joining the group in February 2023. They have been involved in:

- Attending sector forum virtual meetings across the year;
- Representing youth voice on a panel at a face to face sector forum event; and
- Providing feedback and a youth perspective on YST initiatives where appropriate.

Fit for Girls Volunteer Young Tutors (Scotland)

A partnership programme with sportscotland to empower girls to give girls a voice and be role models to other adolescent girls. In 2022/23:

- 17 Fit for Girls young tutors recruited between the ages of 18 – 24 years of age, who then attended 2 residential training and induction camps; and
- 8 workshops delivered.

11. Tangible fixed assets – Group and Charity

	Computer equipment £	Fixtures, fittings and furniture £	2023 Total £
Cost			
At 1 April 2022	474,765	242,890	717,655
Additions	24,807	35,189	59,996
Disposals	(15,516)	(40,606)	(56,122)
At 31 March 2023	<u>484,056</u>	<u>237,473</u>	<u>721,529</u>
Depreciation			
At 1 April 2022	403,766	224,800	628,566
Charged in the year	41,053	6,910	47,963
Disposals	(13,039)	(38,815)	(51,854)
At 31 March 2023	<u>431,780</u>	<u>192,895</u>	<u>624,675</u>
Net book value			
At 31 March 2023	<u>52,276</u>	<u>44,578</u>	<u>96,854</u>
At 31 March 2022	<u>70,999</u>	<u>18,090</u>	<u>89,089</u>

12. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	1,081,117	1,212,633	833,712	1,167,865
Prepayments and accrued income	182,422	164,219	182,422	164,019
VAT repayment	—	22,733	—	48,488
Amounts owed by group undertakings	—	—	31,674	56,935
	1,263,539	1,399,585	1,047,808	1,437,307

13. Creditors: amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	661,971	531,992	654,532	506,691
Accruals and deferred income	770,082	465,227	638,446	426,435
Other tax and social security	267,285	101,001	241,681	101,001
Amounts owed to group undertakings	—	—	6,329	44,326
	1,699,338	1,098,220	1,540,988	1,078,453

All financial instruments are measured at amortised cost.

	2023 £	2022 £
Net movement and deferred income:		
Balance at 1 April 2022	9,996	—
Utilised during the year	(9,996)	—
Additional income deferred	277,495	9,996
Balance at 31 March 2023	277,495	9,996

Deferred income relates to projects that had not completed at year end, where final deliverables are still to be made.

14. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance 31 March 2023 £
	Balance 1 April 2022 £	Income £	Expenditure £	Transfers £	
Charitable activities					
Sport England (System Partner & delivery)	—	4,042,853	(3,211,861)	—	830,992
School Games	846,338	1,883,313	(2,635,550)	101,496	195,597
Barclays Girls Football School Partnerships by The FA	1,422,389	1,468,864	(1,539,864)	—	1,351,389
School Sport/Education & Delivery	489,737	—	(288,270)	(101,496)	99,971
Inclusion 2024	12,906	297,036	(299,036)	—	10,906
Digital Disadvantage	54,234	—	(54,234)	—	—
Teacher Training	65,088	165,469	(180,949)	—	49,608
Sport & Leisure Recovery Package/ Vision for Sport in Wales	113,901	152,500	(216,501)	—	49,900
Connecting Communities Through Cricket – Breaking Boundaries	64,415	207,649	(271,114)	—	950
Set For Success	232,761	165,768	(192,849)	—	205,680
Integrated Communities	129,043	(22,863)	(106,180)	—	—
Fundamental Movement Skills	30,802	—	(3,913)	—	26,889
Serious Support	52,592	54,501	(107,093)	—	—
Dorset Healthy Movers	64,951	—	(28,494)	—	36,457
Other individual programmes <£100k income	690,173	602,038	(904,322)	—	387,889
Total	4,269,330	9,017,128	(10,040,230)	—	3,246,228

Purposes of restricted fundsSport England (System Partner & delivery)

In March 2022, YST was awarded a 5 year contract to support “System Partner” and school sport delivery roles. Sport England have embarked on their 10-year strategy to level up access to sport and physical activity across the country. The main focus is to tackle inequalities and support everyone in England to access the profound physical, mental and community benefits of sport and physical activity. During the 5 years, work on school sport delivery will diminish and the System Partner role will increase.

School Games (Sport England)

School Games covers 3 main areas of work:

- Working with primary, secondary and special schools that are active in the national School Games programme by supporting a network of School Games Organisers (SGOs) – (see section 4.6.1)
- Hosting of the 2022 School Games National Finals at Loughborough University. Funded by Sport England, Home Countries and National Governing Bodies, this event contributes to the overall talent system by providing support to the development of aspiring athletes in a multi-sport environment (see section 4.6.2).
- As part of the wider Commonwealth Games legacy, additional values were added to the School Games network by providing training, resources and networking opportunities inspired by activities locally.

Barclays Girls Football School Partnerships by England Football (The FA)

YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024 (see section 4.6.3).

School Sport/Education and Delivery (Sport England)

The delivery is focused around addressing four key issues: gender gap in participation; lack of diversity in leadership and volunteering; young people facing mental health challenges; and activity levels of those from lower socio-economic group (LSEG) communities. The final year of this specific programme saw a heightened focus on identifying targeted locations and cascading the learning and resources more widely than those accessing the interventions directly.

Inclusion 2024 (DfE)

The main outcomes for Inclusion 2024 are to both increase and improve opportunities for young people with special educational needs and disabilities (SEND) in engaging with PE and School Sport. This requires examining and improving provision and training through high quality resources, innovating through place-based projects and increasing the quantity and quality of training for practitioners (see section 4.6.5).

Digital Disadvantage (Sir John Beckwith & Supporters)

The purpose of this project is to support young people affected by digital disadvantage through the provision of iPads, to drive educational outcomes and physical activity habits.

Teacher Training (Sport England)

Building on the Secondary Teacher Training national rollout, this project enables schools to plan and implement work that aims to develop and redefine physical education to make it more engaging and appealing to all pupils. Each project involves working with a group of secondary schools, which is led by a project lead. Each of the leads have had a previous involvement in this project and are now working to build on their previous work.

Sport & Leisure Recovery Package/Vision for Sport in Wales (Sport Wales)

We have continued to work closely with Sport Wales, through our longstanding partnership to empower young people to reach their full potential through Sport and Physical Activity. Predominantly focused in two areas, equipping educators through delivery of Active in Mind and Girls Active – Watch Her Go mainly through the development of resource and networking of practitioners and empowering young people through the implementation of Young Ambassadors. We have worked alongside Sport Wales following the review of the Young Ambassadors to rewrite a new strategy to be launched in September 2023. This review has included working with local authority Sport Development Staff and partner organisations. In addition, a series of Young Ambassador Events direct to young people through the National Leadership Academy and National Young Ambassador Conference have taken place (See sections 4.6.6 and 4.7.2).

Connecting Communities Through Cricket – Breaking Boundaries (Spirit 2012)

Breaking Boundaries aims to socially connect young people, their families, and communities together, through regular cricket and multi-sport engagement, fostering mutual respect and friendships by playing, spectating and volunteering (see section 4.7.7).

Set For Success (The Wimbledon Foundation)

Set for Success is a youth leadership intervention that has been delivered since February 2020 and continues to be delivered in 2022/23. The pilot, which lasts three academic years

in total, has been delivered across 4 areas of the country, Nottingham, Portsmouth, Knowsley/Liverpool and Cardiff/Newport (see section 4.7.5).

Integrated Communities (Sport England)/ Birmingham 2022 Commonwealth Games Youth Engagement

This project aims to encourage social integration using the power of sport and the Commonwealth Games 2022 as a catalyst for young people and their families across Birmingham, twining schools who are very different to each other (see section 4.7.6).

Fundamental Movement Skill (Nike)

YST and Nike have created a movement for sport play-kit for teachers and coaches which provides fourteen fun and progressively challenging activities for children aged 8-12 years to ensure that children develop a full range of movement skills, in terms of their stability, locomotion and object control. It helps teachers and coaches assess the movement patterns of children and to then use this information to create an environment that engages children through fun activities, which then develop movement patterns that will develop their confidence and competence in accessing and participating in physical activity.

Serious Support (Lidl)

Supported by Lidl, in partnership with the Ladies Gaelic Football Association, this programme aims to increase and maintain the number of girls playing sport and Gaelic football, as well as reduce the drop-off rate in sport participation amongst girls aged 11-14 years.

Public Health Dorset (Dorset Council)

The Dorset Healthy Movers programme aims to develop physical literacy in children aged 2-5 and improve their school readiness and social mobility. It provides them with the opportunity to achieve a good level of physical development linked to their language and literacy skills. In doing so, it will increase the children's self-esteem and wellbeing, develop agility, balance, and co-ordination, which all help children gain a better start to their life, improve school readiness and, in time, social mobility (see section 4.7.1).

15. Designated funds

The income funds of the Group and charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2022 £	Utilised/ realised £	Transfer £	Balance at 31 March 2023 £
Operational and Innovation projects	341,538	(189,053)	(152,485)	—
Investment plan – Developing Systems & processes	1,340,000	(32,711)	—	1,307,289
	1,681,538	(221,764)	(152,485)	1,307,289

Operational and innovation projects

These funds had been designated in the previous accounting period to complete various innovation and development projects that were started last year. The unspent amount as at the end of this accounting period has been transferred to General Funds.

Investment plan

Designated funds of £1,340,000 were set aside at the end of the last accounting period to help support the new strategy “Inspiring Changemakers, Building Belonging”. This will fund pilot projects for after school activities and making an impact locally. Furthermore, there are projects around improving our storytelling, understanding the audience, campaigning, improving our environmental sustainability and investing in digital technology.

During the year, £32,711 was spent on environmental sustainability and storytelling.

16. Analysis of net assets between funds

Group	General funds £	Designated funds £	Restricted funds £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	96,854	—	—	96,854
Current assets	7,059,482	1,307,289	3,246,228	11,612,999
Creditors: amounts falling due within one year	(1,699,338)	—	—	(1,699,338)
	<u>5,456,998</u>	<u>1,307,289</u>	<u>3,246,228</u>	<u>10,010,515</u>

Group	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	89,089	—	—	89,089
Current assets	6,183,643	1,681,538	4,269,330	12,134,511
Creditors: amounts falling due within one year	(1,098,220)	—	—	(1,098,220)
	<u>5,174,512</u>	<u>1,681,538</u>	<u>4,269,330</u>	<u>11,125,380</u>

Charity	General funds £	Designated funds £	Restricted funds £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	96,854	—	—	96,854
Investment in subsidiary	1	—	—	1
Current assets	6,614,811	1,307,289	3,246,228	11,168,328
Creditors: amounts falling due within one year	(1,540,988)	—	—	(1,540,988)
	<u>5,170,678</u>	<u>1,307,289</u>	<u>3,246,228</u>	<u>9,724,195</u>

<i>Charity</i>	<i>General funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2022 £</i>
<i>Fund balances at 31 March 2022 are represented by:</i>				
<i>Tangible fixed assets</i>	89,089	—	—	89,089
<i>Current assets</i>	5,922,615	1,681,538	4,269,330	11,873,483
<i>Creditors: amounts falling due within one year</i>	<i>(1,078,453)</i>	—	—	<i>(1,078,453)</i>
	<u>4,933,251</u>	<u>1,681,538</u>	<u>4,269,330</u>	<u>10,884,119</u>

17. Commitments under operating leases

The total, future, minimum lease payments under non-cancellable, operating leases are as follows:

<i>Group and charity</i>	<u>Land and buildings</u>	
<i>Amounts due:</i>	2023 £	2022 £
<i>Within one year</i>	44,419	38,566
<i>Between two and five years</i>	177,676	154,262
<i>In over five years</i>	655,180	607,408
	<u>877,275</u>	<u>800,236</u>

18. Subsidiary undertakings

The charitable company owns the entire issued share capital of YSTe, a company incorporated in England and Wales (registered number 03289889). YSTe's registered address is the same as the parent charity, as shown on page 1.

The principal activities of YSTe are the design and development of innovative resources and managing the supply chain. They market and sell specialist sports equipment, resources and other products (via an online store) that are sourced from suppliers in the UK and overseas. YSTe activities underpin the work of YST.

The result for the year ended 31 March 2023 was a profit of £119,947 (2022: £75,136 profit). At 31 March 2023, YSTe had assets of £482,674 (2022: £388,044), liabilities of £196,353 (2022: £146,783) and shareholders' funds of £286,321 (2022: £241,261).

19. Related party transactions

Two of the three members of the company (Sir J L Beckwith and Viscount Mackintosh of Halifax) are the trustees of Youth Sport Trust International (YSTi), an unincorporated charity.

	YSTi		YSTe	
	2023 £	2022 £	2023 £	2022 £
Sale of goods in year	23,926	13,814	132,800	158,300
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	37,280	8,088	181,590	315,426
Amounts due from related parties	15,210	320	31,674	56,935
Amounts due to related parties	8,487	2,329	6,329	44,326

During the year the following related party transactions took place:

- fees totalling £5,024 (2022: £1,997) have been charged by Winckworth Sherwood LLP in relation to legal services. One of the partners of Winckworth Sherwood LLP is the spouse of B Richards, a trustee. B Richards resigned on 17 November 2022.
- fees totalling £25,825 (2022: £14,586) have been paid to Jam37 in relation to consultancy services provided. The owner of Jam37, Joanna Coates, is also a trustee.
- fees totalling £8,465 (2022: £nil) have been charged by The PA Community Trust in relation to an event. The CEO of The PA Community Trust, Sajid Gulzar, is also a trustee.
- fees totalling £2,100 (2022: £nil) have been charged by Thread and Fable in relation to consultancy services provided. The owner of Thread and Fable is the spouse of Will Roberts who is an employee and part of the Key Management (executive) Team.
- income totalling £14,117 (2022: £76,269) has been received from Chance to Shine in relation to the Chance to Shine programme. The CEO of YST is also a trustee of Chance to Shine.

None of the above transactions or balances with related parties are secured.

YOUTH SPORT TRUST

England & Wales - Charity number 1086915

Accounts

Youth Sport Trust

Annual Report and Financial Statements

31 March 2022

Company Limited by Guarantee
Registration Number
4180163 (England and Wales)

Charity Registration Number 1086915

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Reference and administrative information

President	Sir John Beckwith CBE
Trustees	Mr Richard Davidson (Chair) Mr Ben Stimson Mrs Melanie Honnor Mrs Denise Gladwell (resigned 1 st February 2022) Dr Paula Franklin Mr William Downie Mr David Gilbey (resigned 25 th May 2021) Dr Katherine Grainger Mrs Belinda Richards Ms Valerie Copenhagen Miss Lauren Asquith (resigned 5 th July 2021) Mrs Joanna Coates Miss Lipa Nessa (appointed 5 th July 2021)
Company Secretary	Mr Peter Ellis
Chief Executive	Alison Oliver
Registered address	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
Company registration number	4180163
Charity registration number	1086915
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

Reference and administrative information

Bankers National Westminster Bank plc
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LE11 3NZ

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2 Triton Square
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Solicitors Winckworth Sherwood
Minerva House
5 Montague Close
London
SE1 9BB

Wilson Gunn
5th Floor, Blackfriars House
The Parsonage
Manchester
M3 2JA

Trustees' Report - Year to 31 March 2022

The trustees present their report together with the financial statements of the Group for the year ended 31 March 2022.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

STRATEGIC REPORT

Organisation

A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority for operational matters, within terms of delegation approved by the trustees, including finance, employment, and performance related activity.

Objectives and activities

The Charity's objects ("Objects") for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally ("Young People") are:

1. To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.
2. To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.
3. To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration and co-operating amongst providers of sport, physical activity, and physical education, and between sport, education and health providers.
4. To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.
5. To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).
6. To advance such other charitable purposes as the directors may from time-to-time think fit.

STRATEGIC REPORT (continued)

Objectives and activities (continued)

In accordance with our stated aims in the Annual Report (2017-18), this year represented the final year of our 2018-2022 Strategy - 'Believing in every child's future'. Its vision is for a future where every child enjoys the life-changing benefits that come from play and sport. This strategy has six strategic objectives, which we use to align our projects and programmes and wider charity activities:

- ◆ **Transforming Physical Education (PE):** Transforming PE's place in the curriculum, putting PE at the centre of wellbeing and achievement in education.
- ◆ **Removing Barriers to Sport:** Harnessing global best practice to ensure youth sport in the UK is inclusive, accessible and fun.
- ◆ **Unlocking Potential:** Unlocking sport's potential at every stage of a child's life, especially where they face inequality or disadvantage.
- ◆ **Empowering Activism:** Empowering young people through sport to become local activists, tackling the issues of their generation.
- ◆ **Championing Insight:** Championing the impact of physical activity, PE and sport through research and insight across our organisation, networks, stakeholders and wider sector.
- ◆ **Strengthening our Foundations:** Ensuring we can sustain our mission. We will deliver our charitable objectives through good governance, a skilled workforce and sustainable income.

We continue to draw on our three 'unique selling points'- to develop, deliver and disrupt - through interventions, projects and the influencing of wider policy and funding focus areas:

- ◆ **Develop:** innovative resources, training, professional development modules and programmes to support young people in PE and sport.
- ◆ **Deliver:** high quality events, programmes, activities, camps and experiences for young people and their wider support base such as parents and carers, teachers and coaches.
- ◆ **Disrupt:** and challenge convention where there are opportunities to improve the provision, quality or approach of using sport, PE and physical activity to improve young people's lives.

We are not a grant giving organisation, however there are occasions where we will seed fund a project or initiative as part of a pilot programme that is later integrated into our mainstream programme delivery.

We work closely with several organisations at a national level including the Teaching Unions, Academy Chains, Home Country Sports Councils, Women in Sport, Sporting Equals, the English Federation of Disability Sport, Special Olympics GB, Commonwealth Games England and National Governing Bodies of Sport (NGBs).

STRATEGIC REPORT (continued)

Objectives and activities (continued)

We also work with regional and local partners such as Local Authorities, Active Partnerships and a range of small community-based charities, enabling us to deliver holistic programmes which embrace provision with and beyond the school gates. A number of our projects and programmes are also supported through business and corporate partnerships.

Our trustees and patrons give their time for free. In addition to this YST utilises volunteers in varying capacities from individuals helping at sporting events to the Youth Board who help to advise on the direction of our work. The work of our volunteers is detailed in note 10 of the accounts (employees).

Achievements and Performance

The vision of the YST is a future where every child enjoys the life-changing benefits that come from play and sport. The financial year 2021/22 embedded our strategy, with our work spanning the six strategic objectives detailed above. During this year we have been able to evaluate the impact of our current strategy and explore what our new strategic direction might look like through a sector wide consultation process.

Despite restrictions continuing to be imposed due to Covid-19, we still managed to achieve good levels of reach across our target groups, through a wide range of projects and initiatives throughout this period, although figures were understandably reduced against the previous year.

- 220,413 children participated in a YST programme
- 49,074 young people were trained by the YST
- 12,015 adults were trained by the YST.

With many schools still limiting face to face visits, YST was able to adapt and pivot its activities to ensure that our work was able to continue and reach those that needed our support:

We are working to transform PE's place in the curriculum, putting it at the centre of wellbeing and achievement in education. We do this by working with teachers, young people, parents and policymakers to maximise PE's potential to improve children's wellbeing.

To help tackle the decline in activity levels and wellbeing during the Covid-19 pandemic, we teamed up with Sport England to launch the **Active Recovery Hub**, a free online resource with hundreds of inclusive ideas to help children achieve 60 minutes of activity every day. We commissioned the Centre for Sport, Physical Education and Activity Research based at Canterbury Christchurch University to conduct a piece of research exploring the benefits of the Active Recovery Curriculum. They found that 75% of teachers reported improvements in academic progress, 74% of pupils said that being active at school helps them learn and 71% of pupils increased their physical activity levels.

Driving for transformation: We continued to campaign for PE's place in the curriculum. We commissioned a You Gov study exploring the public and parents in particular perceptions of PE, school sport and physical activity. This provided us with a baseline for our new strategy.

STRATEGIC REPORT (continued)

Achievements and Performance (Continued)

National School Sport Week (NSSW): After a year of disruption, the return of our NSSW in 2021 saw almost a million young people come together to celebrate the return of school sport. Taking place in June 2021 and with a theme of Together Again, sports days were held up and down the country, with schools, families and communities encouraged to get involved.

Thousands of schools and community organisations took part, with over 818,000 young people enjoying the power of sport to bring people back together.

Removing barriers to sport

We are continually looking to harness global best practice to ensure youth sport in the UK is inclusive, accessible, and fun. We are doing this by supporting schools, clubs and families to remove the causes of negative experiences for young people.

Influencing and advocacy: In autumn 2020 we led a coordinated effort to clarify lockdown guidance on extracurricular sport after our research found that provision was being withdrawn amid confusion on how to interpret government's guidelines. When pupils returned to school in spring 2021, we led calls for an active recovery, characterised by time outdoors and a greater focus on PE and school sport to help young people to reconnect, play and have fun.

This was supported by the launch of the Active Recovery Hub, providing resources and inspiration for teachers to get young people active from organisations across the sport sector. We convened more than 50 sporting organisations through the School Sport and Activity Sector Forum to co-ordinate efforts to support young people and talk to government with one voice.

Together we sought to influence the Government's Spending Review. We united in calling for a long-term funding commitment for PE and school sport built on a national drive to get every child active for 60 minutes every day. We made the case for funding to help address the consequences of Covid-19, invest in teacher training, extend the School Games and support the opening of school sport facilities.

Our influencing activity saw CEO Ali Oliver MBE appear before the House of Lords Committee on a National Plan for Sport and Recreation in March to advocate for the importance of an ambitious, joined up national plan for young people – recommendations which were taken forward in the Committee's final report. In June 2021, we joined with many others in the sport sector to urge the Education Secretary to maintain funding for the PE and Sport Premium for primary schools.

STRATEGIC REPORT (continued)

Achievements and Performance (Continued)

School Games: We continued our engagement as Sport England's delivery partner for the School Games, co-ordinating a national network of 450 School Games Organisers (SGOs). The 2021/22 academic year saw YST pivot support to allow SGOs and schools to engage in a blend of face to face and virtual CPD and activities. There were 13,275 events registered between September 2021 and April 2022. The majority of which were local, inter-school competitions which offered 1.2m participation opportunities.

Girls' Football: Since 2018 the YST have been working with The FA and Barclays to grow and develop girls' football in schools through Barclay's Girls' Football School Partnerships. As a result of the challenges posed by Covid-19, the design and delivery of the programme has pivoted to predominantly virtual delivery. This has enabled delivery to continue and the network has been empowered to engage schools through virtual technology. At the end of the 2021/22 academic year, 94% of teachers said they would attend virtual training again and 84% said they would get involved with a virtual programme for young people again. This has led to a continued focus on virtual delivery this academic year, with 317 teachers trained so far in 'Game On Go Teach' and over 200 schools participating in 'Game On Go Lead'. In addition, 859 teachers have been trained through the virtual 'Shooting Stars – Inspired by Disney' teacher training programme.

Young Coaches and Activators: An independent evaluation of the Young Coaches and Activators programme, completed in August 2021, showed a real impact on the Young Coaches and Activators taking part. 92% said the programme had supported their personal coaching skills and inspiration, 66% said it had given them a greater understanding of how to support others and 85% agreed they felt more confident in their own abilities and choices.

Lead Inclusion Schools: The YST supports 50 Lead Inclusion Schools across England - hubs of expertise on inclusive PE and sport – to act as champions in their local areas. As well as staging events, they are responsible for training staff and sharing best practice with other schools to improve the provision of PE, school sport and physical activity for young people with special educational needs and disabilities (SEND).

This year the Department for Education has funded a three-year programme of Inclusion 2024 to be delivered through our Lead Inclusion School network. As part of this the YST is leading a consortium of organisations to support schools to increase the opportunities for young people with SEND to enjoy physical education, school sport and physical activity.

Girls Active: This programme, funded by Sport England, is delivered by the YST, supported by Women in Sport and aligned to 'This Girl Can'. Established in 2015, Girls Active is an award winning programme, which aims to help schools understand what motivates girls to take part in physical activity, PE and sport, enabling teachers to work with girls to make the necessary changes to their PE, sport and physical activity provision. Girls are empowered within the programme to become GLAMS (Girls Leadership Marketing Squad), a network of role models to inspire, engage and support their peers.

STRATEGIC REPORT (continued)

Achievements and Performance (continued)

Girls Active (continued)

This year, in partnership with the Sweaty Betty Foundation, we have worked in three targeted areas of the UK - London, Leeds and Glasgow - delivering our Girls Active programme with unique support from Sweaty Betty.

Healthy Lifestyle Champions: This programme supports secondary schools across England with funding, training and resources to address the disparities in participation and access experienced by those in lower socio-economic groups (LSEGs). The programme comprises conference training, peer consultation, YST Athlete Mentor support, festival delivery and peer-led activity sessions. Last academic year (2020/21) the programme engaged 3,732 young people (47% from LSEGs) and trained 354 Healthy Lifestyle Champions (61% from LSEGs). An independent evaluation, conducted by the Centre for Sport, Physical Education & Activity Research (*spear*) found that, since taking part in the programme, 93% of practitioners felt more equipped to identify and respond to young people's needs.

Move Like Me: Funded through the Peter Harrison Foundation, young people have both co-designed and created a suite of online sport and physical activity videos. The aim was for young people to share their stories to help inspire other young people with special educational needs and disabilities to stay active over the summer.

Activate Academy: This programme is delivered in partnership with Whizz Kids and funded by Comic Relief. It aims to use sport to equip young wheelchair users with the skills they need to become leaders within sport. Participants were given a mixture of face to face and virtual training and were supported to undertake a volunteer assistant coach placement. Young people also co-created and co-produced video and PDF resources providing top tips for engaging young wheelchair users and explored topics such as coaching, participation challenges and friendship.

Unlocking potential

The YST's aim is to unlock sport's potential at every stage of a child's life, especially where they face inequality or disadvantage. We are doing this by closing the gaps created by

inequality and disadvantage, particularly at key transitional moments in a young person's life, like starting or changing school and preparing for employment.

To achieve this, we have undertaken a number of programmes including:

Healthy Movers: This programme aims to support practitioners and families to develop their competence and confidence, to ensure every child is physically literate and to improve self-esteem and wellbeing. This year we have extended our reach and delivery, with new Healthy Movers initiatives in Dorset, Cornwall and Wiltshire.

STRATEGIC REPORT (continued)

Achievements and Performance (continued)

West Somerset Sustainability Research: Working with settings in West Somerset who have been involved with the programme for a number of years, the YST Research team conducted research to understand how settings can embed and sustain the Healthy Movers programme.

Active in Mind: During the last academic year (2020/21) 1,067 young people took part in our Active in Mind programme across 25 secondary schools. 61% of participants reported that the programme had helped them to cope better with their mental health and 81% reported making new friends as a result.

Empowering activism

These programmes are designed to empower young people through sport to become local activists, tackling the issues of their generation. Some examples include:

Set for Success: Working with Run Communications in partnership with the Wimbledon Foundation, Set for Success is a two-year programme to provide young people from disadvantaged backgrounds from around the UK with the opportunity to develop valuable life and leadership skills through mentoring sessions delivered by inspirational athletes.

An evaluation of year 1 showed that the vast majority of young people felt an improvement in all crucial life skills, including leadership, resilience, communication and teamwork. Set for Success also improved participants' attitudes towards school life, progress at school and their aspirations. Over half of participants felt that the Set for Success programme had given them the skills they needed to succeed in the future.

Young Ambassadors: We created the Young Ambassadors programme to build the leadership skills of young people who encourage their peers to get active. We continue to support its delivery with funding from Sport Scotland and Sport Wales. Across Wales there are more than 4,000 active Young Ambassadors in schools, colleges and universities.

Birmingham Connect: Capitalising on the excitement around the 2022 Commonwealth Games being held in Birmingham, we are empowering young people to build connections among peers from diverse and segregated communities in the city. Birmingham Connect is encouraging social integration by partnering pupils, aged 11 to 13, with students in other schools across the city, to help them connect through sport. 100 young people have been supported to lead the project, across 20 schools identified as highly segregated, either through ethnicity, deprivation or disability. The project is being run in partnership with Team England, with the support of National Lottery funding through Sport England, and funding from the Ministry of Housing, Communities and Local Government. It is being delivered with support from Inspire Activity Ltd, Culture Central and Birmingham Education Partnership.

National Youth Sport Forum: As referenced above under the School Sport and Activity Action Plan, we have worked in partnership with the Sport & Recreation Alliance this year to establish a forum of young ambassadors from a range of youth boards and forums across the sporting landscape. This forum has contributed its voice to the Sport England Strategy Consultation and the Comprehensive Spending Review.

STRATEGIC REPORT (continued)

Achievements and Performance (continued)

Empowering activism (continued)

Wider reach activities: We continue to grow our reach across our core communication channels. In the 2021/22 academic year:

- ◆ We had 1,130 mentions in the media including 238 stories about our research
- ◆ 14 meetings were held with leading politicians and policymakers
- ◆ 12 new research and evaluation papers were published.

We have continued to nurture our wider networks across the education landscape. In 2021/22 these extended to:

- 86 Head Teacher Ambassadors, including 6 Lead Headteacher Ambassadors (40 secondary and 46 primary - there are 5 SEND schools within these)
- 56 Secondary PE CatalYSTs (Including 8 Lead PE CatalYSTs)
- 19 Primary PE CatalYSTs
- 52 Health and Wellbeing Lead Schools (All secondary - there are 4 SEND schools within these)
- 1,075 Well Schools (526 primary, 11 all-through schools and 538 secondary - there are 47 SEND schools within these)
- 43 Leadership Coaching and Volunteering Schools (38 secondary, 2 primary, 1 special school, 1 Active Partnership, and 1 School Sport Partnership)
- 52 Lead Inclusion Schools (30 secondary, 2 primary, 19 all-through and 1 Post – there are 29 SEND schools within these)
- 85 Early Years settings (24 Cornwall, 13 Wiltshire, 12 East Suffolk, 12 Leicester and 24 Dorset)
- 93 PE & Sport Cluster Coordinators
- In addition, across 2021/22 we trained 4,938 delegates through our Learning Academy.

Financial review

Robust financial planning, monitoring and control are fundamental to the operation of the charity. The structured approach we take ensures synergy between our plans – our core strategic plan informs our annual operational plan, detailing our key aims and objectives for the year, which is underpinned by our annual budget.

The financial year 2021/22 is the final year of our current 4-year strategy that was developed by YST in 2018 to tackle the decline in young people's wellbeing. This strategy has six key objectives as outlined on page 3.

Our Group income for the year has seen an increase of 26% from 2020/21 (excluding furlough receipts, the increase is 36%). The lifting of Covid-19 restrictions meant that YST could deliver face to face programmes such as the National School Games finals (for Sport England), which

STRATEGIC REPORT (continued)

Financial review (continued)

accounts for 23% of the increase. Sport England have also increased their funding this year for additional programmes such as the development of the Active Recovery Hub and Commonwealth games (helping young people to connect with each other). There was also an increase in corporate partnership income where Lidl, Sweaty Betty and HSBC provided funding to support programmes for young people. Our Healthy Movers initiative to get children more active also saw a year-on-year increase funded by local government bodies.

The trading subsidiary had an increase of 66% in income from last year. This was largely due to YST's national conference taking place during the year (that did not go ahead last financial year due to Covid-19 restrictions), this helped in getting income from corporate sponsorships and exhibitors that attended the conference.

The Group has returned an unrestricted surplus of £752,367 (2021 – surplus of £724,723) - this includes a trading subsidiary profit of £75,136 (2021 – profit of £52,578).

Last financial year (2020/21), the government launched the staff retention scheme that funded staff that were furloughed. The scheme stopped on 30th September 2021 and YST received £39,033 (2021 – £752,534) income from this scheme during the year.

2022 sees the launch of YST's new strategy that spans to 2035. The initial phase of the strategy, to help achieve shorter term goals, runs to 2025. YST's Board has agreed to invest in activities that will support the aims of the charity to fulfil its strategic objectives to 2025. A designated fund of £1,340,000 had been set aside for this purpose. The charity has also set aside designated funds of £341,538 (2021 - £168,981) to support short term operational and innovation programmes that were uncompleted as at the end of the financial year covered by this report. A transfer of £1,038,454 has been made from general funds to designated funds to support these activities and provide investment for the strategy. These are shown as designated funds in note 15.

The group's unrestricted reserves now stand at £6,856,050 and included within this are designated reserves of £1,681,538.

Reserves policy

The minimum reserves policy was revised in 2021 to reflect the costs of orderly wind up of the charity. An orderly wind up of the charity includes redundancy and notice period costs together with the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements. This is calculated at £2,664k.

This year, the policy has been revised further to take account of planned deficits as the charity repositions itself within its new strategy (calculated at £776k), as well as an allowance for the impact of adverse unplanned events (calculated at £100k).

The combined sum of these events gives a required minimum reserves value of £3.5m.

The general free reserves on 31 March 2022 were £5.2m (2021 – £5.5m) which is more than the minimum reserves policy set by the trustees.

STRATEGIC REPORT (continued)

Financial review (continued)

Reserves policy (continued)

This year designated funds have been set aside for investment into the new strategy (2022-2025). As this is the first year of this new strategy there will be areas of uncertainty that will not have been assessed. It is therefore likely that further investment into strategic projects may be required.

Investment powers and policy

Under our Articles of Association, the charity has the power to invest in any way the trustees wish.

The trustees, having regard to the liquidity of the organisation and its reserves policy, have operated a policy of keeping funds available in interest bearing deposit accounts, incorporating long-term and short-term deposit facilities across two banking institutions.

The invested funds held by the parent charity on deposit achieved a 12-month average return of 0.3% against the average base rate for the year to 31 March 2022 of 0.2%.

Risk management

YST manages risks at three levels: strategic, organisational and project, in accordance with our Risk Management procedure (part of our ISO 9001: 2015 accredited Quality Management System).

Project level risks are reviewed monthly at a case conference meeting led by our Chief Operating Officer.

Organisational level risks are reviewed by our Chief Operating Officer and any significant areas of risk (including those at Project level) are raised at regular executive team Operational Meetings. The executive team then determine what, if any, action needs to be taken and by whom.

Strategic level risks are regularly updated by the SLT and the Strategic Risk Register, along with a Summary Sheet, is sent to the YST Board prior to every meeting. This is a standard agenda item at every Board Meeting and the Board is responsible for reviewing the register, discussing the risks and proposed mitigation and making any recommendations back to the executive team to take forward accordingly.

The key risks during 2021/22 have been:

Covid-19 has had a major impact on the charity and in terms of its delivery model, working with schools and safeguarding staff from being infected with the virus. Although this risk has subsided, many of the key areas of risk have been impacted by this during the year.

The charity has seven ongoing areas of risk on the organisational risk register.

STRATEGIC REPORT (continued)

Risk management (continued)

1. Reputational – the brand of the organisation is hugely important to the credibility of, and trust in the charity. With the charity's involvement in so many significant, publicly funded contracts there is a need for us to manage the association of the charity's brand with some of the larger programmes we deliver. Monitoring of social media continues to be a key feature that informs the charity of both favourable and adverse comments. We have actively engaged with our funders to ensure that events and delivery have been rescheduled to enable maximum value to be delivered through programmes during this difficult period.
2. Safeguarding - the safety, welfare and wellbeing of young people is of paramount importance to YST, and our safeguarding responsibilities are taken very seriously. YST is committed to ensuring that anyone working, or volunteering, on behalf of the charity, understands their mandatory responsibilities and demonstrates best practice in safeguarding children and adults in their care. YST holds the NSPCC Child Protection in Sport advanced safeguarding standard and there is an ongoing focus on the development and continuous improvement of our safeguarding policies and practice. Our safeguarding policies are reviewed and updated on an annual basis to ensure they are fit for purpose. During the year, these policies were updated to include "virtual" delivery as YST now has a blend of face to face and virtual delivery.

Our Safeguarding policies can be found on the YST website link below:

<https://www.youthsporttrust.org/about/safeguarding>

3. Regulatory - this area of risk covers corporate governance and compliance. Trustees are continually updated regarding changes to our regulatory environment. A Governance Action Plan is also developed annually, progress against which is monitored at Board level. This plan is informed by regular self-assessments against both the 'Code for Sports Governance' and the 'Charity Governance Code'.
4. Financial – funding for activities is an ongoing challenge and processes are in place to monitor any major changes to projections made at the beginning of the year. This enables the charity to address any imbalances in resources so that programmes are delivered in line with funders' objectives. The charity maintains close contact with its major funders (such as Sport England and The FA) and long-term assurances have been received from them to help with our planning. However, for the charity to be successful in its wider charitable objectives and reduce reliance on a few major funders, there is a need to further diversify our funding streams, which has been a focus of our current strategy and will remain a priority in our next strategy.
5. Political – the Government's PE and Sport premium that is paid to primary schools for sports activities and funding for the School Game Organisers (SGO) network underpin the national infrastructure of former school sport partnerships that the charity works with to deliver programmes and services. The government is currently committing to single year funding rather than making long term commitments. Not having this funding in place will have an impact on financial, reputational and organisation risks associated with this.

STRATEGIC REPORT (continued)

Risk management (continued)

6. Operational - the charity's ability to get our programmes and products to market efficiently and effectively is at the centre of our work. This is dependent on: the quality, reliability and capability of our technical systems; the strength and coverage of our delivery and strategic networks (Schools and Education Practitioners, School Sport Partnerships, School Clusters, Lead Schools, Learning Academy Tutors, Athlete Role Models and Development Coaches), and the quality and training of our people. Weaknesses or failings in any of these areas would represent a risk to the organisation's core business. Due to Covid-19, YST adapted its delivery model to online delivery to safeguard all involved from the risk of infection. We introduced remote working in 2020 (after the Government announced working from home) and mid-way through the last year (2021), we moved to hybrid working as the Government eased Covid-19 restrictions.
7. Personnel - The retention and agility of staff is key to the charity's continued growth and success, whether it's ensuring customer satisfaction, or maintaining balance and productivity in the workplace. The wellbeing of our staff has been a primary focus during Covid-19. As stated in the Operational Risk, staff are now working on a hybrid basis which has helped improve work-life balance. The war in Ukraine, Covid-19 and Brexit are fuelling inflation and this is likely to put pressure on staff retention. The annual staff engagement survey and an employee forum group (that meets regularly) helps the executive team to stay connected with employees' concerns.

Our Risk Management procedure is annually reviewed through the Audit and Risk Committee.

Plans for future periods

In 2021/22 the charity continued to face the challenges created by Covid-19 – school closures and then significant disruption in schools due to staff and student absence, illness generated by the virus itself, and a challenging funding environment. This impacted on our ability to engage and deliver our programmes and services. However, this context led to an increasing relevance for our mission and provided a powerful backdrop to the development of our new strategy.

2021/22 was the final year of the charity's current strategy, 'Believing in Every Child's Future'. Therefore, the past 12 months have been characterised by the final phase of delivery of our 2018-2022 strategy and the consultation, scoping and development of a new strategy.

To determine the intent, objectives, and tactics of our new strategy we developed a 4-stage process:

A literature review of the current evidence base around children's physical activity levels, their health and happiness, and the research around the relationship between play sport and positive outcomes for young people. This review brought to the fore not only the continued decline in young people's physical and mental health but also new scientific evidence validating the importance of play and sport in children's education.

STRATEGIC REPORT (continued)

Plans for future periods(continued)

- Recommissioning the landmark report, 'The Class of 2035', first published in 2015. This report set out to understand the forces at play in young people's engagement with play and sport, and a set of scenarios which outline how this might look in the future. This report highlighted two key drivers that should sit at the heart of our new strategy:
 - i. public awareness and the perceived value of play and sport; and
 - ii. the voice and involvement of young people in the development and delivery of play and sport.
- A series of 'Changemaker' consultation events, engaging current and potential charity funders, stakeholders, donors and beneficiaries. These events set out to generate views from individuals and organisations who are important to the delivery of our mission. The themes which emerged included: a continued role for the charity in inclusion, the importance of building belonging in children and young people, the need to engage with and support families, and an overarching need for the charity to engage and inspire more and different 'changemakers' who can help amplify, and as a result, stimulate demand for the YST's mission.
- A review of the charity's own evidence base - what the charity has a proven track record in delivering and on which it can build. This exercise concluded that the charity is both successful and valued for the work it does to build movements, co-create with young people, inspire change, and engage with key influencers. It also reinforced the 3 core charity outcomes:
 - i. physical and mental health
 - ii. inclusion
 - iii. character & leadership.

This scoping exercise underpinned the thinking behind a new strategy which the charity will launch in May '2022 – 2035 Inspiring Changemakers, Building Belonging'. Over 27 years the charity has continually made incremental improvements in the provision of sport in schools, however, we are still fighting for daily physical activity and a place for physical education in the curriculum. This new strategy will see us go beyond school leaders and politicians to inspire a broader army of changemakers. Through both the review of literature and young people focus groups, the theme of belonging emerged incredibly strongly – both as an important driver for engagement in play and sport, but also a feeling/emotion which is being undermined in the lives of young people through social/world events and social media.

The 2022-2035 strategy will retain our core vision and mission:

VISION – a future where every child enjoys the life changing benefits of play and sport.

MISSION – to equip educators and empower young people to build brighter futures, together we create opportunities for everyone to belong and achieve.

STRATEGIC REPORT (continued)

Plans for future periods (continued)

It will work towards 3 objectives which span the 13 years of the new strategy, but throughout the life of the strategy, each objective will assume a different level of importance:

OBJECTIVES:

URGENT ACTION – To build back healthier, happier and more resilient young people, and level the playing field for those most disadvantaged.

GENERATIONAL SHIFT – To balance the demands of the digital age through the human connection of physical play and sport.

SOCIETAL CHANGE - To transform society's perceptions and attitudes towards the importance of physical literacy, play & sport in the education & development of young people.

To deliver against these objectives we have identified 6 tactics – each tactic focuses on a changemaker group and a way of building and fostering belonging:

1. **Equip educators** to rebuild wellbeing and level up life chances of young people most affected by Covid-19, and those suffering from the effect of inequalities.
2. **Empower young people** by unleashing a nationwide community of young leaders, who harness the positive power of play and sport to improve wellbeing, build friendships, and foster understanding.
3. **Unite a movement of organisations** to reclaim play and sport at the heart of every school, & make it fun for everyone
4. **Mobilise influencers in all areas of public life**, to make the decline in physical activity levels and human connection in a digital age, matters of national concern.
5. **Help families** understand and champion their children's physical literacy and its importance to a healthy and happy childhood.
6. **Change from within** increasing our impact on, connection with, and relevance to a changing world.

The intentions and approach of this new strategy will demand a number of fundamental shifts in the way we work, which are being embedded into tactic 6:

- *Marketing* – building on the brand refresh completed in 2020 we will fundamentally change our approach with the aim of connecting with a broader range of changemakers.
- *Commercial* – our ambition will be to secure corporate and commercial partners in support of the strategy and its objectives, rather than funding for specific programmes.

STRATEGIC REPORT (continued)

Plans for future periods (continued)

OBJECTIVES (continued)

- *Business Planning* – building on the System Partner status we have secured with Sport England, providing a longer-term funding commitment to the charity, we will be moving to a 3-year business plan which allows the charity to engage in long term planning and invest in things which will take more than 12 months to achieve.
- *Digital transformation* – while the previous strategy (2018-2022) allowed the charity to make significant progress in the transformation of our digital systems, the 2022-2035 strategy will include a strong emphasis on the evolution of our digital offer and maximising the positive impact of technology on our products and services.

Performance indicators

We apply a Monitoring and Evaluation (M&E) Framework, which aims to bring about greater consistency in the way we collect evidence of our impact. The framework is used to guide all aspects of our work, including design, delivery and evaluation.

Our suite of outcome indicators is set out below:

Young people outcomes

- ◆ Increased resilience, social wellbeing and confidence to take part in sport and physical activity.
- ◆ Increased physical health and mental wellbeing.
- ◆ Percentage of young people involved in our programmes who face disadvantage and/or have lower levels of activity.

Adult impact

- ◆ Increased confidence, competence and motivation in their role.
- ◆ Improvements to delivery.

Whole School & Wider Societal Impact

- ◆ Improved perceptions / prioritisation of PE and School Sport.

FUNDRAISING

As a registered charity, we rely on income from fundraising to deliver our charitable objectives. YST is committed to ensuring that by undertaking fundraising activities we uphold any legal, statutory and regulatory requirements, and maintain our reputation and adherence to our organisational values. Our [Fundraising Policy](#) sets out how fundraising at YST is managed to ensure that we maintain these standards, and provide reassurance and transparency to our donors, funders, supporters and partners.

We are registered with the Fundraising Regulator and are committed to complying with the Fundraising Regulator's 'Code of Fundraising Practice' and 'The Fundraising Promise', along with all applicable guidance from the Charity Commission. No complaints have been received about our fundraising activity during the year (2021: none).

FUNDRAISING (continued)

Significantly, 2021/22 saw YST review both its fundraising policy, including its ethical frameworks policy, and establish a Fund Development Committee, within its governance structure. This resulted in a new commercial marketing plan aligned to the next strategy period and underpinning business plan.

Fundraising Income

Trust and Foundations: Over the 2021/22 financial year, Trust and Foundation income included grants from our long-standing funders - The John Armitage Charitable Trust, Spirit of 2012 and Wimbledon Foundation - as well as new funders including the Garfield Weston Foundation, James Weir Foundation and the Tides Foundation. The funding generated has enabled us to directly deliver key programmes and campaigns including Breaking Boundaries,

Set for Success, Healthy Movers, Active Recovery and our National School Sport Week. In addition, core grants have contributed to the financial stability of the charity and have enabled vital development work to take place. This includes the development of our new organisational strategy and our digital transformation, including developing systems and processes to deliver our mission efficiently and effectively. It has also ensured we can support the ongoing development of a diverse, skilled and motivated workforce through staff development, training and leadership opportunities.

Donor Fundraising: Individuals and organisations help support the YST mission and help us in improving young peoples' lives. We would like to thank every one of the many individuals and organisations that have helped us during the 2021/22 financial year. The work we do simply would not be possible without our generous supporters and passionate fundraisers who every year take part in numerous challenges to raise funds to support our work.

Individuals such as our supporter of the year, Patrick Traylor, who commenced a year-long challenge called Project 52 to be completed during 2022.

YST's fundraising activity aims to strike a balance between funding the core of the organisation and aligning with priority campaigns and activities, for example National School Sport Week.

We are committed to high standards throughout our fundraising activity: we are clear about who we are, what we do and how gifts are used. We respect the rights, dignities and privacy of our supporters and beneficiaries and comply with relevant laws including those that apply to data protection, health and safety, and the environment.

We strive to be a globally responsible charity with a strong commitment to the 17 United Nations Sustainable Development Goals (SDG's).

Commercial/corporate partnerships: In March 2022, Youth Sport Trust launched a new multi-year partnership with Ortus Energy, a specialised renewable energy company committed to supporting schools and businesses to switch to green energy to reduce their costs. Ortus Energy were the headline sponsors of the YST Conference and Awards Dinner 2022. Over the next year Ortus Energy will be powering a school activation programme driven

FUNDRAISING (continued)

Commercial/corporate partnerships (continued)

by YST, focused on deploying athlete mentors into schools to empower those disadvantaged young people most in need.

In February 2021, YST established a partnership with the Sweaty Betty Foundation, in its inaugural year, with a joint vision of: '*Preparing young women to be confident, resilient leaders of tomorrow*'. Together YST and the Sweaty Betty Foundation have developed a programme called Girls Active with Sweaty Betty. The programme has run across the 2021/22 academic

year and is supporting 15 girls in 9 schools within specific targeted communities across Glasgow, Leeds and London. The programme has targeted the schools' least active girls to become more active in an intervention based on cocreation and consultation. The final report will be due in June 2022.

The HSBC Rugby Counts programme was developed through the partnership between HSBC UK and YST. The programme aimed to improve financial fitness amongst primary aged children, using the power of sport (rugby) to deliver this in a fun and active way. The programme also aimed to increase teacher confidence and competence to delivery financial literacy education as well as PE lessons with a focus on invasion games through the lens of rugby. The pilot resulted in a positive increase in young people's financial fitness and engagement with rugby and physical activity, as well as having a positive influence on young people's personal development and life skills. The pilot programme was positively received by all stakeholders, and it is hoped that further roll out can be secured in the future.

PUBLIC BENEFIT

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and confirm that they have complied with their duty in Section 17 of the Charities Act 2011.

The work of YST cuts across a number of key policy areas, including youth, health, education, sport and community development. The YST's work to broaden and develop PE and sport opportunities for young people not only makes young people fitter and healthier, but also improves their confidence and self-esteem, enhances their achievement across the curriculum, supports their wider engagement in the community and allows them to build the foundation for an active, healthy lifestyle.

In 2021/22, YST began to develop its new strategy up to 2035. This is a poignant timeframe given young people entering school at reception in 2022 will leave in 2035. The new strategy responds to the impact of Covid-19 on young people over the last two years and aims to focus initially on those who have been most negatively impacted and the deepening social inequalities.

PUBLIC BENEFIT (continued)

The work we do to develop young people as leaders has benefit beyond sport - the skills that are developed in this area can stay with young people for life. A large number of young people trained in leadership skills by the YST go on to volunteer in the local community, bringing significant social benefit.

In particular, YST's work has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-represented groups such as young women and girls, those young people with SEND, young people from diverse ethnic and cultural backgrounds and young people from the most disadvantaged backgrounds.

Finally, supporting and aiding each young person to achieve their personal best in sport demonstrates the ability of every young person to succeed and to achieve. Through allowing talent in sport to emerge – as an athlete, leader or coach – we help to create positive role models and future leaders.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Youth Sport Trust (YST) is a charitable company limited by guarantee, incorporated on 15 March 2001, and registered as a charity on 5 June 2001. It succeeded an unincorporated charitable trust established in 1994. The company was established under a Memorandum of Association which established the objects and powers of the charitable company. The company is now governed under its Articles of Association (revised 25 June 2019), which now incorporate the objects and powers. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Appointment of trustees

The trustees are the directors of the charitable company.

As set out in the Articles of Association and the YST Board Terms of Reference, all trustees are appointed for a term of three years and shall be eligible for reappointment for a further two terms, at which point they must retire from office. However, any trustee who is appointed as Chair may serve an additional term. In exceptional circumstances, and where the trustees consider that it would be in the best interests of the charity, a Chair who has served the maximum four consecutive terms or a trustee who has served a maximum of three consecutive terms may continue to serve for an additional one-year period.

The focus of the charity is maximising the positive impact of play and sport on young peoples' education and development. YST undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, the YST is strongly committed to ensuring that there is a focus on equality and diversity and lived experience when selecting suitable candidates.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Appointment of trustees (continued)

The recruitment process is carried out by the Nominations, Governance and Remuneration (NGR) sub-committee of the Board, through an open and publicly advertised recruitment process. All

Board vacancies are advertised on the YST website, our partners' websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds.

The charity has trustee indemnity insurance in place at a cost of £4,812 (2021: £3,310).

Key Management

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Trust on a day-to-day basis.

All trustees give their time freely and £347 was paid for the reimbursement of their expenses during the year (2021: £nil).

The pay of the executive team alongside all other staff is reviewed annually by the NGR Committee. A 3% increase was awarded to all staff, including the executive team, from October 2021, as a contribution to the rising cost of living.

In view of the nature of the charity, our principles are to pay our staff (and executive team) a fair salary that is competitive within the sector and proportionate to the complexity of each role's responsibilities in line with our charitable objectives. If recruitment has proven difficult, a market addition may also be paid, with the maximum pay no greater than the highest benchmarked salary for a comparable role.

Trustee induction and training

New trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the Board and decision-making processes, the strategic plan and the recent financial performance of the charity. During the induction day they meet key employees and other trustees whenever possible. The induction day is jointly led by the Chair of the Board and the Chief Executive of the charity. Trustees are also encouraged to attend external events where these will facilitate the undertaking of their role and enhance their understanding of the charity's remit.

In addition, a trustees' induction pack provides information on both the charity and the context within which it operates. The pack draws information from the Charity Commission's publication - 'The Essential Trustee' and the Code for Sports Governance (Sport England and UK Sport), as well as documents produced by the charity itself. These include the strategic plan, the organisation's structure, the latest annual impact report, key policies and annual financial statements.

Trustees are "buddied" up with members of the executive team to ensure engagement between Board meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Annual Governance Statement

Commitment

As an organisation which receives public funding through Sport England (SE), we are required to comply with the [Code for Sports Governance](#) (the "Code") and in July 2018, YST received confirmation from SE that we are in compliance with the highest level of the Code – Tier 3.

A revised Code was published on 7 December 2021 and this statement includes an update on our assessment of the new requirements.

Achieving good governance is an ongoing commitment, reflected in the fact that, within our 2018-22 Strategy, one of the tactics under the 'Strengthening Foundations' objective, is focussed on 'Maintaining Good Governance'.

This annual governance statement is prepared to provide a regular update for our stakeholders.

YST's Governance Framework

The YST Board, which can have up to 12 trustees, administers the charity. It has three sub-committees:

- **Audit and Risk Committee:**
 - ◇ Responsible for overseeing all financial and audit aspects of the YST, including risk management and internal control systems, and for reporting back to the main Board.
 - ◇ Chaired by one of the trustees, with at least two other trustees as members.
- **Nominations, Governance and Remuneration Committee:**
 - ◇ Responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring YST's governance framework and Board membership; determining the remuneration of the executive team and providing guidance on annual increments for YST staff.
 - ◇ Chaired by the Chair of the YST Board, with at least two other trustees as members.
- **Fund Development Committee (introduced in 2021)**
 - ◇ Responsible for: establishing and overseeing the implementation of a Fundraising & Business Development strategy, which contributes to the charity's overall strategy and Business Plan; and providing guidance on the potential for other opportunities, in terms of fundraising and business development.
 - ◇ Currently chaired by one of the trustees and comprising a minimum of six members, including at least one of each of the following: trustee, YSTe Board Director, independent representative and YST executive.

The Terms of Reference for these committees, along with those of the main Board, can be found on our website.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Annual Governance Statement (continued)

YST's Governance Framework (continued)

The Board met four times (virtually) in 2021: 3 February, 20 April, 5 July (including AGM) and 14 September, plus an overnight, face-to-face Board Retreat and meeting held on 16/17 November.

In 2022, they met on 1 February (face-to-face) and 21 April (virtual), and will also meet on 7 July (face-to-face, including AGM) and 20 September (virtual), with an overnight Board Retreat and meeting to be held on 16/17 November.

Governance actions

The Senior Independent Director (SID) leads the annual evaluation of the Board. In 2021 we completed the improvement actions that were identified from the external evaluation of the Board, undertaken by Campbell Tickell in late 2020. These actions included: reviewing and updating the intragroup agreement between YST and our wholly owned, trading subsidiary, Youth Sport Trust Enterprises Ltd (YSTe); and annual, individual, 1-2-1 meetings between trustees and the Chair.

In October 2021, we undertook our annual, internal evaluation of Board performance, using an online survey which was completed by trustees. Questions were grouped into 10 categories:

1. Objectives
2. Strategy and Remit
3. Board Conduct
4. Board Membership and Executive Attendance
5. Performance Management
6. Risk Management
7. Stakeholder Relationships
8. Chair and CEO Relationship
9. Sub-Committees; and
10. Diversity and Inclusion.

The results were extremely positive, with an average score for each category of between 4.58 to 4.89 out of 5. The trustees met, in November 2021, to discuss the findings and, as a result, board meetings have been extended to 3 hours in length, to allow more time for in-depth discussion.

Following publication of the revised "Code for Sports Governance", we have undertaken an internal assessment of our level of compliance with the new and updated requirements. As a result of this, coupled with the findings from the Board evaluation, we have developed a Board Improvement and Governance Action Plan for 2022. This action plan encompasses undertaking a complete review of our governance documentation, including the following:

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Annual Governance Statement (continued)

Governance actions (continued)

- Diversity & Inclusion Action Plan
- Business Continuity Plan
- Data Recovery Plan
- Succession Plans
- Stakeholder Engagement Strategy
- Environmental/Sustainability Policy.

Progress against this Action Plan is being monitored by the Board.

Our staff completed the annual, Best Companies 'b-Heard' survey in October/November 2021. Whilst the results were slightly down from the previous year, which was disappointing, we have achieved a position on the following three lists:

- 6th nationally in the Best Charities to work for.
- 18th in the Best East Midlands Companies to work for, and
- 34th nationally in the Best Mid-Sized Companies to work for.

Based on the findings from the staff engagement survey, an Employee Action Plan has been developed. Our Employee Forum is responsible for progressing this, working with our Senior Leadership Team.

The sustainability of our organisation and the wellbeing of our staff has continued to be a primary focus during 2021/22. Regular, online briefings have been delivered to the whole organisation, led by the CEO and members of the Senior Leadership Team, to ensure staff are kept informed and connected. We have also introduced a new Hybrid-Working policy.

Finally, extensive work has been undertaken over the last 12 months on the development of our new strategy. Consultations have been carried out with a range of stakeholders, both internal and external, to inform its development. Our new 2022-2035 Strategy will be launched in May 2022.

All of our key governance documentation can be found on our [website](#) along with our Annual Report and Financial Statements, Annual Impact Report, Strategy and key policies.

AUDITOR

Buzzacott LLP were successful in their tender to provide audit services for 2022. They have indicated their willingness to continue in office subject to approval by the YST Board at the AGM.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps they ought to have taken as trustees to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees Report and Strategic Report were approved on behalf of the board.



Mr Richard Davidson
Chair of trustees

Date: 7-7-22

Trustees responsibilities in the preparation of the financial statements 31 March 2022

The trustees (who are also directors of YST for the purposes of company law) are responsible for preparing the Trustees' Report and the incorporated Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the group for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the charitable company, the group and of the income and expenditure of the group for that period.

In preparing these financial statements the trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities SORP;
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent auditor's report to the members of Youth Sport Trust

Opinion

We have audited the financial statements of Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated and Charity Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2022 and of the Group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company

law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation), safeguarding legislation and the Code of Sports Governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

Independent auditor's report on the financial statements 31 March 2022

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 14 October 2022

Consolidated statement of financial activities (including income and expenditure account)
Year to 31 March 2022

	Notes	Unrestricted funds			2022 Total funds £	2021 Total funds £
		General funds £	Designated funds £	Restricted funds £		
Income from:						
Donations and capital grants	2	322,991	—	—	322,991	478,861
Charitable activities	3	41,283	—	10,620,952	10,662,235	8,129,718
Other charity trading activities	4	718,880	—	—	718,880	714,870
Investments	5	26,948	—	—	26,948	34,358
Other trading activities	6	254,009	—	—	254,009	152,508
Total		1,364,111	—	10,620,952	11,985,063	9,510,315
Expenditure on:						
Raising funds		18,265	—	175,219	193,484	240,251
Charitable activities	7	414,580	116,799	10,013,102	10,544,481	7,484,369
Other trading activities	6	178,899	—	—	178,899	100,054
Total	8	611,744	116,799	10,188,321	10,916,864	7,824,674
Net income (expenditure)		752,367	(116,799)	432,631	1,068,199	1,685,641
Transfers between funds	15	(1,038,454)	1,038,454	—	—	—
Net movement in funds		(286,087)	921,655	432,631	1,068,199	1,685,641
Reconciliation of funds						
Fund balances at 1 April 2021		5,460,599	759,883	3,836,699	10,057,181	8,371,540
Fund balances at 31 March 2022		5,174,512	1,681,538	4,269,330	11,125,380	10,057,181

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All of the charity's activities derived from continuing operations during the current financial year.

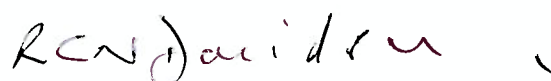
All recognised gains or losses are included in the above statement of financial activities.

Balance sheet 31 March 2022

	Notes	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
Fixed assets					
Tangible assets	11	89,089	70,583	89,089	70,583
Investment in Subsidiary	18	—	—	1	1
		<u>89,089</u>	<u>70,583</u>	<u>89,090</u>	<u>70,584</u>
Current assets					
Stock		15,402	5,934	—	—
Debtors	12	1,399,585	376,227	1,437,307	403,020
Short term deposits		9,107,750	9,753,904	9,107,750	9,753,904
Cash at bank and in hand		1,611,774	809,632	1,328,425	541,002
		<u>12,134,511</u>	<u>10,945,697</u>	<u>11,873,482</u>	<u>10,697,926</u>
Liabilities					
Creditors: amounts falling due within one year	13	(1,098,220)	(959,099)	(1,078,453)	(929,728)
Net current assets		<u>11,036,291</u>	<u>9,986,598</u>	<u>10,795,029</u>	<u>9,768,198</u>
Total assets less current liabilities		<u>11,125,380</u>	<u>10,057,181</u>	<u>10,884,119</u>	<u>9,838,782</u>
Income funds					
Restricted funds	14	4,269,330	3,836,699	4,269,330	3,836,699
Unrestricted funds:					
General		5,174,512	5,460,599	4,933,251	5,242,200
Designated	15	1,681,538	759,883	1,681,538	759,883
Total funds		<u>11,125,380</u>	<u>10,057,181</u>	<u>10,884,119</u>	<u>9,838,782</u>

The parent charity's net movement in funds for the year was incoming funds of £1,045,337 (2021 – incoming funds £1,695,534).

The financial statements on pages 33 to 53 were approved by the Board and authorised for issue on 7/7/2022 and signed on its behalf by:



Mr Richard Davidson
Chair

Company Registration No. 4180163 (England and Wales)

Consolidated statement of cash flows Year to 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by operating activities	A	181,990	2,283,823
Cash flows from investing activities			
Interest from investments		26,948	34,358
Purchase of property, plant and equipment		(52,950)	(24,498)
Net cash (used in) provided by investing activities		(26,002)	9,860
Change in cash and cash equivalents in the reporting period	B	155,988	2,293,683
Cash and cash equivalents at the beginning of the reporting period		10,563,536	8,269,853
Cash and cash equivalents at the end of the reporting period		10,719,524	10,563,536

A Reconciliation of net expenditure to net cash flow from operating activities

	2022 £	2021 £
Net income for the reporting period	1,068,199	1,685,641
Adjusted for:		
Depreciation charges for amortisation	34,444	28,745
Interest from investments	(26,948)	(34,358)
(Increase) decrease in debtors	(1,023,358)	826,202
Increase (decrease) in creditors	139,121	(228,865)
(Increase) decrease in stocks	(9,468)	6,458
Net cash provided by operating activities	181,990	2,283,823

B Analysis of changes in cash and cash equivalents

	2021 £	Cash flows £	2022 £
Cash at bank	809,632	802,142	1,611,774
Short term deposits	9,753,904	(646,154)	9,107,750
Total cash and cash equivalents	10,563,536	155,988	10,719,524

No Separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

General information

YST is a charitable company incorporated in England and does not have share capital.

The address of the charity's registered office is SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

YST meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below.

Basis of consolidation

The Group accounts consolidate the financial statements of the charity and its trading subsidiary, YSTe (company number 03289889), on a line by line basis. Intra-group transactions are eliminated on consolidation. Surpluses and deficits of organisations entering or leaving the Group are included from the date of acquisition or up to the date of disposal. The Charity has taken exemption from presenting its unconsolidated SOFA under section 408 of Companies Act 2006.

Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations and sponsorship income - the income received from donations and sponsorship is accounted for once the conditions for receipt have been met and there is probability of receipt. Donated assets are accounted for as soon as they are received and are included in the financial statements at a reasonable estimate of their value. Any income arising from donated assets is accounted for on a receipts' basis.

Government grants and contracts - the income arising from these sources is accounted for when, and to the extent, that the Group has the entitlement to the consideration and receipt of funds is probable.

Income (continued)

The recognition of income from government grants and contracts is dependent upon whether:

- ◆ the donor specifies that the grant or donation must only be used in future accounting periods; or
- ◆ the donor has imposed conditions which must be met before the Group has unconditional entitlement.

Fundraising event income is accounted for on a receivable basis.

Membership income is recognised in the year it is invoiced as the majority benefits accruing to members are received in the same year.

Investment income is recognised on a receivable basis.

Donated services and facilities

Where services are provided to the Group as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the Group.

Expenditure

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Group to the expenditure.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- ◆ Raising funds are those costs incurred in attracting income, and those incurred in any trading activities that raise funds.
- ◆ Charitable activities include expenditure associated with the provision and organisation of sports facilities in accordance with the objects of the charity and include both the direct costs and support costs relating to these activities.

Included within support costs are amounts for staff costs and governance costs (which include those incurred in the governance of the Group and its assets, and are primarily associated with the constitutional and statutory requirements). This represents the allocation of salary costs for persons employed by the charity who are actively involved in both direct charitable activities in addition to administrative duties. All support costs have been allocated to Group cost categories on a basis consistent with the use of resources.

Taxation

YST is a registered charity and undertakes activities which, under present legislation, are not subject to Corporation Tax.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Debtors

Trade and other debtors, which are receivable within one year, are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and bank balances

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of six months or less from the date of acquisition.

Trade creditors and liabilities

Trade creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Tangible fixed assets and depreciation

Tangible assets with a useful life of more than one year, and which cost in excess of £1,000, are capitalised and included at cost. Depreciation is provided on all tangible assets, so as to write off the cost of each tangible asset on a straight-line basis over its expected useful life as follows:

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Leasing and hire purchase commitments

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Accumulated funds

General funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity's mission.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Accumulated funds (continued)

Overhead costs are spread across the projects in proportion to total payroll and consultancy costs. The aim and use of each restricted fund are set out in the notes to the financial statements.

Transfers between unrestricted and restricted funds represent the charity's contribution towards the costs incurred in carrying out projects substantially funded by external restricted funding.

Going concern

Covid-19 has continued to disrupt delivery of programmes during the current financial year as schools have been impacted by both teacher and pupil absenteeism. We feel that the impact of Covid-19 is subsiding and this will not be a cause for further significant disruption in the coming years.

The two major funders of YST are Sport England and The FA, and combined they account for 69% of this year's funding. Sport England have awarded YST a "system partner" role which provides longer term (5 years from the financial year 2022/23) upfront certainty of funding, and The FA are finalising their agreement to August 2023 at a similar level to 2021/22 and have given verbal comfort to 2023/24. This provides us with confidence that we will maintain our current income levels for the foreseeable future.

Taking the above into consideration, the trustees consider that the Group has adequate funds to meet anticipated future objectives. The financial statements have been prepared on a going concern basis.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key estimates used are:

- ◆ Estimating the useful economic life of tangible fixed assets for the purposes of determining depreciation rates,
- ◆ The allocation of staff and support costs, and
- ◆ Estimating future income and expenditure for the purposes of the going concern assessment.

Notes to the Financial Statements Year to 31 March 2022

1 Comparative information – statement of financial activities

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2021 Total funds £
Income from:					
Donations and capital grants	2	209,899	—	268,962	478,861
Charitable activities	3	752,534	—	7,377,184	8,129,718
Other trading activities	4	714,870	—	—	714,870
Investments	5	34,358	—	—	34,358
Other trading activities	6	152,508	—	—	152,508
Total		1,864,169	—	7,646,146	9,510,315
Expenditure on:					
Raising funds		200	—	240,051	240,251
Charitable activities	7	1,039,192	167,712	6,277,465	7,484,369
Other trading activities	6	100,054	—	—	100,054
Total	8	1,139,446	167,712	6,517,516	7,824,674
Net income (expenditure)		724,723	(167,712)	1,128,630	1,685,641
Transfers between funds	15	330,858	(330,858)	—	—
Net movement in funds		1,055,581	(498,570)	1,128,630	1,685,641
Reconciliation of funds					
Fund balances at 1 April 2020		4,405,018	1,258,453	2,708,069	8,371,540
Fund balances at 31 March 2021		5,460,599	759,883	3,836,699	10,057,181

2 Donations and legacies

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Digital disadvantage	—	—	—	227,400
Garfield Weston Foundation	50,000	—	50,000	—
John Armitage	100,000	—	100,000	70,000
Sky	51,810	—	51,810	75,175
Other grants and donations	121,181	—	121,181	106,286
	322,991	—	322,991	478,861

Notes to the Financial Statements Year to 31 March 2022

3 Charitable activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Ministry of Housing, Communities & Local Government	—	—	—	247,079
Department of Education	—	296,458	296,458	300,000
Peoples Health Trust	—	—	—	173,529
Sport England	—	6,521,273	6,521,273	3,855,907
Home Country Sports Councils & Partnerships	—	280,641	280,641	198,922
Football Association	—	1,719,508	1,719,508	1,688,563
Spirit of 2012	—	280,950	280,950	177,547
The British Cycling Federation	—	—	—	6,654
Bupa Foundation	—	80,000	80,000	80,000
Activity Alliance	—	—	—	81,375
Co-op Foundation	—	31,695	31,695	31,695
Lawn Tennis Association	—	50,000	50,000	49,995
Wales FA	—	42,514	42,514	23,436
Lidl*	—	75,000	75,000	(80,322)
Nike	—	18,702	18,702	11,902
Futures For Somerset Limited	—	16,840	16,840	18,550
Suffolk County Council	—	26,698	26,698	115,324
Sir John Beckwith	—	26,850	26,850	—
Wimbledon Foundation	—	254,570	254,570	149,969
Sky	—	36,200	36,200	—
Chance to Shine Foundation	—	76,269	76,269	—
Sweaty Betty Foundation	—	86,305	86,305	—
Active Cornwall	—	86,178	86,178	—
Dorset County Council	—	100,000	100,000	—
Birmingham Education Partnership	—	52,351	52,351	—
Birmingham Organising Committee for the 2022 Commonwealth Games Ltd	—	75,000	75,000	—
CSM Sport & Entertainment LLP	—	61,737	61,737	—
Major League Baseball Europe Ltd	—	82,514	82,514	14,946
Haringey Council	—	48,999	48,999	—
HMRC Coronavirus Job Retention Scheme	39,033	—	39,033	752,534
HMRC Kickstart Scheme	2,250	—	2,250	—
Other charitable activities	—	193,700	193,700	232,113
	41,283	10,620,952	10,662,235	8,129,718

*£80,322 was refunded to Lidl as delivery could not take place due to the Covid-19 pandemic.

4 Other charity trading activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Conferences/Membership & other	718,880	—	718,880	714,870

Notes to the Financial Statements Year to 31 March 2022

5 Investment income

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Bank interest – YST	26,922	—	26,922	34,234
Bank interest – Subsidiary	26	—	26	124
	26,948	—	26,948	34,358

6 Other trading activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Youth Sport Trust Enterprises				
Income:				
Net sales from trading activities	254,009	—	254,009	152,508
Expenditure:				
Net expenditure on trading activities	178,899	—	178,899	100,054

7 Expenditure

Charitable activities:

	Direct costs £	Support costs £	2022 Total funds £	2021 Total funds £
Activity				
Transforming PE	276,714	216,837	493,551	614,445
Removing Barriers	3,482,947	2,729,287	6,212,234	4,523,429
Unlocking Potential	1,334,351	1,045,617	2,379,968	779,519
Empowering Activism	531,084	416,165	947,249	1,255,766
Strengthening Foundations	286,766	224,713	511,479	308,215
Championing Research & Insight	—	—	—	2,995
	5,911,862	4,632,619	10,544,481	7,484,369

Support costs are allocated to charitable activities in proportion to the direct costs of activities.

7 Expenditure (continued)

Support costs consist of:

	2022	2021
	Total	Total
	funds	funds
	£	£
Salaries, consultants and associated costs	4,172,305	4,271,165
Staff recruitment, training and welfare	80,975	27,746
Travel and subsistence	46,447	773
Office and IT costs	252,533	182,063
Rent, rates and service charge	94,609	109,953
Insurance	19,670	20,052
Depreciation	34,444	28,745
Governance costs	89,936	96,909
Costs attributable to the trading subsidiary	(158,300)	(124,500)
	4,632,619	4,612,906

Salaries, consultants and associated costs include salaries for direct delivery and programme support staff.

8 Total expenditure

Total expenditure includes:

	2022	2021
	Total	Total
	funds	funds
	£	£
Staff costs (note 10)	4,233,063	4,410,798
Auditor's remuneration:		
· Audit – current year	25,290	32,235
· Other – tax services	1,250	2,474
Operating lease rentals – land and buildings	41,253	39,835
Operating lease rentals – other	—	3,123
Depreciation – owned assets	34,444	28,745

9 Trustees and key management personnel

None of the trustees (or any persons connected with them) received any remuneration during either year. Payments totalling £347 (2021: none) were made to three (2021: nil) trustees to reimburse expenses.

The charity has trustee indemnity insurance in place at a cost of £4,812 (2021: £3,310).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the Group was £542,216 (2021: £608,636).

10 Employees

The average monthly number of employees during the year was:

	2022 No.	2021 No.
Programme delivery:		
- Direct delivery	58	63
- Programme support	14	15
Management and administration	32	34
	104	112

The average number of full-time equivalent employees during the year was:

	2022 No.	2021 No.
Programme delivery:		
- Direct delivery	55	60
- Programme support	14	15
Management and administration	28	30
	97	105

	2022 £	2021 £
Employment costs		
Wages and salaries	3,691,404	3,852,459
Social security costs	346,847	357,383
Other pension costs	163,944	175,032
Apprenticeship levy	17,330	18,271
	4,219,525	4,403,145
Redundancy costs	13,538	7,653
	4,233,063	4,410,798

Pension costs are allocated to activities in proportion to employee time spent.

The number of employees whose annual emoluments were £60,001 or more were:

	2022 No.	2021 No.
£60,001 - £70,000	4	5
£70,001 - £80,000	—	—
£80,001 - £90,000	1	1
£120,001 - £130,000	1	1

The employer pension contributions in respect of the above employees were £21,645 (2021: £24,866).

10 Employees (continued)

Volunteers

Alongside our Trustees and Patrons, in 2021/22 the YST benefited from volunteers in the following ways:

School Games National Finals (SGNF)

For the 2018 SGNF we had 282 volunteers. Due to Covid-19 restrictions, in 2021 we ran a reduced staffing team of 120 volunteers, made up of a variety of roles including:

1. Venue Volunteer Managers – oversee the volunteers in each of the Sport venues, give time over the full length of the SGNF and in multiple pre-event sessions and training.
2. Sport Specific Volunteers – undertake roles on court/competition field of play e.g., basket carrying/court mopping.
3. Event Volunteers – venue support.
4. Officials/Team Managers – officiate competitions and support the management of teams.

Team Leaders 2021/22

Over the financial year 2021/22, our team of 15 Team Leaders have had limited opportunities to support the organisation in our events due to the continuing impact of Covid-19. Despite this, Team Leaders have still supported the charity in several other ways and received both twilight and weekend training opportunities.

Three Team Leaders have continued to support the Girls Active Coaches Virtual Event Project Planning Group in to the 2021/22 financial year, to provide insight in how to shape the event to best suit young people attending in June 2021.

One Team Leader recorded a podcast to support the content for the Girls Active Coaches Virtual Event in June 2021.

Four Team Leaders and 7 volunteers (which included a Team Leader Alumni) were part of the Girls Active Coaches Virtual Event, where they supported young people attending the event virtually to maximise their participation across the 3 days of the event in June 2021.

Four Team Leaders have supported the delivery of two Welsh National Leadership Academy training weekends (1 face to face and 1 virtual) across the financial year, providing young people with support to their learning as part of the training.

One Team Leader supported the development and delivery of a workshop for the YST Annual Conference in early March 2022.

10 Employees (continued)

YST Youth Board members

Our Youth Board (comprising of 12 members) aims to give a voice to young people from every corner of society. The Chair of the Youth Board is also a trustee of the YST. The Youth Board has three main areas of responsibility:

- Advisory - advise on the direction of our work and how best to engage with young people
- Development – inform, influence and engage with YST so that we do the best we can for all young people
- Communications – showcase the work of the YST through key communication channels.

The Youth Board continue to have monthly meetings virtually. These regular meetings have helped keep the Youth Board connected and carry out their work for YST as the youth voice representation. Highlights of their contribution in the last year have been:

- Helping girls get active at the Nottingham Girls Active event for girls from ethnically diverse communities
- Coaching future wheelchair basketball stars get ready for school competitions
- Blazing a trail for equality of young women in football refereeing
- Hosting and presenting at a number of high-profile events including MP of the Year Awards
- Leading the way on local youth sports projects
- Influencing and shaping change in governing bodies of sport
- Meeting with the Children’s Commissioner
- Sharing the importance of youth voice at the first national Include Summit.

More information regarding the work of the Youth Board can be found here:

<https://www.youthsporttrust.org/about/our-people/our-youth-board>

Notes to the Financial Statements Year to 31 March 2022

11. Tangible fixed assets – Group and Charity

	Computer equipment £	Fixtures, fittings and furniture £	2022 Total £
Cost			
At 1 April 2021	421,815	243,199	665,014
Additions	52,950	—	52,950
Disposals	—	(309)	(309)
At 31 March 2022	<u>474,765</u>	<u>242,890</u>	<u>717,655</u>
Depreciation			
At 1 April 2021	374,984	219,447	594,431
Charged in the year	28,782	5,662	34,444
Disposals	—	(309)	(309)
At 31 March 2022	<u>403,766</u>	<u>224,800</u>	<u>628,566</u>
Net book value			
At 31 March 2022	<u>70,999</u>	<u>18,090</u>	<u>89,089</u>
At 31 March 2021	<u>46,831</u>	<u>23,752</u>	<u>70,583</u>

12. Debtors

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	1,212,633	211,965	1,167,865	202,924
Prepayments and accrued income	164,219	163,814	164,019	162,614
VAT repayment	22,733	448	48,488	—
Amounts owed by group undertakings	—	—	56,935	37,482
	<u>1,399,585</u>	<u>376,227</u>	<u>1,437,307</u>	<u>403,020</u>

13. Creditors: amounts falling due within one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	531,992	375,139	506,691	356,008
Accruals and deferred income	465,227	321,031	426,435	275,781
Other tax and social security	101,001	262,929	101,001	262,929
Amounts owed to group undertakings	—	—	44,326	35,010
	<u>1,098,220</u>	<u>959,099</u>	<u>1,078,453</u>	<u>929,728</u>

All financial instruments are measured at amortised cost.

13. Creditors: amounts falling due within one year (continued)

	2022	2021
	£	£
Net movement and deferred income:		
Balance at 1 April 2021	—	—
Utilised during the year	—	—
Additional income deferred	9,996	—
Balance at 31 March 2022	9,996	—

14. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Balance 31 March 2022
	Balance 1 April 2021	Income	Expenditure	
	£	£	£	£
Charitable activities				
School Games	335,188	4,687,931	(4,176,781)	846,338
Barclays Girls Football School Partnerships by The FA	1,545,442	1,686,563	(1,809,616)	1,422,389
School Sport/Education & Delivery	455,125	1,811,912	(1,777,300)	489,737
Inclusion 2024	7,118	296,458	(290,670)	12,906
Digital Disadvantage	129,505	—	(75,271)	54,234
Teacher Training	188,521	—	(123,433)	65,088
Sport & Leisure Recovery Package	70,861	238,000	(194,960)	113,901
Connecting Communities Through Cricket – Breaking Boundaries	9,426	280,800	(225,811)	64,415
Set For Success	116,926	254,570	(138,735)	232,761
Integrated Communities	78,060	111,940	(60,957)	129,043
Fundamental Movement Skills	42,733	—	(11,931)	30,802
Mentally Healthy Schools	44,419	(21,053)	(23,366)	—
Serious Support	87,380	35,000	(69,788)	52,592
Active Healthy Minds	19,640	—	(19,640)	—
Empowering Girls	12,996	—	(12,996)	—
Dorset Healthy Movers	—	100,000	(35,049)	64,951
Other individual programmes <£100k income	693,359	1,138,831	(1,142,017)	690,173
Total	3,836,699	10,620,952	(10,188,321)	4,269,330

School Games (Sport England)

There are more than 21,000 primary, secondary and special schools registered and active in the national School Games programme. Support has continued for the network of 450 School Games Organisers through the delivery of virtual networking and face to face county meetings. There has been a review and repositioning of the School Games in 2021/22 to ensure it is a local programme, supported nationally, to tackle inequalities and improve physical literacy in children and young people who need the greatest support. There has been a heightened focus on continuing professional development (CPD) and localised coaching support, and updated systems and processes to support and embed the changes introduced through the repositioning work. Alongside School Games Organisers, YST has

14. Restricted funds (continued)

School Games (Sport England) (continued)

been working with Active Partnerships and National Governing Bodies, providing support and networking opportunities.

Developmentally, work has focused on multi-sport environments, positive experiences of competition, understanding physical literacy, creating active secondary schools and developing inclusive opportunities. There has been a significant emphasis on demonstrating impact on children and young person outcomes and bringing this to life through effective storytelling, using case studies and impact awards.

Barclays Girls Football School Partnerships by England Football (The FA)

YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024. This is through creating and supporting a network of 300 Barclays Girls Football School Partnerships (BGFSP) by England Football, to provide more opportunities for girls to participate, lead and compete in football, and learn through football as part of a broad and balanced curriculum offer. In addition to supporting the network, primary and secondary programmes, designed to help to create the change in schools, are available to schools who are part of BGFSP by England Football, as well as a digital offer, which is accessible by all schools in England, available at www.girlsfootballinschools.org.

School Sport/Education and Delivery (Sport England)

The delivery is focused around addressing four key issues - gender gap in participation, lack of diversity in leadership and volunteering, young people facing mental health challenges and activity levels of those from lower socio-economic group (LSEG) communities. This year saw a hybrid approach to delivery and resulted in engaging more young people not previously engaging in PE, school sport and physical activity.

Inclusion 2024 (DfE)

The main outcomes for Inclusion 2024 are to both increase and improve opportunities for young people with SEND in engaging with PE and School Sport. This requires examining and improving provision and training through high quality resources, innovating through place-based projects and increasing the quantity and quality of training for practitioners.

Teacher Training (Sport England)

This project involves a consortium of five partners, working with schools to plan and implement projects which aim to develop and redefine physical education. Each project involves working with a group of secondary schools, which is led by a project lead, and supported by a senior leader from one of the schools.

Sport & Leisure Recovery Package (Sport Wales)

We have continued to build on our longstanding partnership with Sport Wales, which has focused on empowering young people to lead and take action themselves, as well as continuing to evolve and increase the engagement and impact within education through schools and school leaders. We have focused programmes and interventions on supporting

14. Restricted funds (continued)

Sport & Leisure Recovery Package (Sport Wales) (continued)

return to activity post Covid-19 through the delivery of targeted youth leaderships events: the Girls Active-Watch Her Go programme, Active in Mind and the Young Ambassador programme, including delivery of National Gold and Silver Conferences and training events alongside a National Leadership Academy.

Our Active in Mind delivery as part of the Winter of Wellbeing had a focus on supporting young people who need it most post Covid-19.

Digital Disadvantage (Sir John Beckwith & Supporters)

The purpose of this project is to support young people affected by digital disadvantage through provision of iPads to drive educational outcomes and physical activity habits.

Connecting Communities Through Cricket – Breaking Boundaries (Spirit 2012)

Breaking Boundaries aims to socially connect young people, their families, and communities together, through regular cricket and multi-sport engagement, fostering mutual respect and friendships by playing, spectating and volunteering.

Set For Success (The Wimbledon Foundation)

This programme is a youth leadership intervention delivered in the 2020/21 and 2022/23 academic years. The project is in four local authority areas in the first instance, in Nottingham, Portsmouth, Knowsley/Liverpool and Cardiff/Newport, which were identified due to the percentage of young people leaving school who are not in education or training (NEET). The first year of the programme spanned two academic years due to the impact of Covid-19. The programme will aim to provide young people with the inspiration, confidence, and skills to support them into further education or employment. In addition, it connects schools with their local communities, where there may be potential employment or education opportunities.

Integrated Communities (Sport England)/ Birmingham 2022 Commonwealth Games Youth Engagement

This project aims to encourage social integration using the power of sport and the Commonwealth Games 2022 as a catalyst for young people and their families across Birmingham, twinning schools who are very different to each other.

Fundamental Movement Skill (Nike)

YST and Nike have created a movement for sport play-kit for teachers and coaches which provides 14 fun and progressively challenging activities for children aged 8-12 years to ensure that children develop a full range of movement skills, in terms of their stability, locomotion and object control. It helps teachers and coaches assess the movement

patterns of children and to then use this information to create an environment that engages children through fun activities, which then develop movement patterns that will develop their confidence and competence in accessing and participating in physical activity.

Phase one, was the creation of the tool kit - 14 activities, assessment criteria and QR codes.

14. Restricted funds (continued)

Fundamental Movement Skill (Nike) (continued)

The second phase of development is creating a digital experience/app to pilot the use and impact of the tool.

Mentally Healthy Schools (NHS Greater Manchester)

This programme aims to support schools in creating a mentally healthy ethos and connecting the physical with the social and emotional. The programme covers workforce development, strategic planning, mobilising young people, targeted sport interventions and one-to-one mentoring support.

Serious Support (Lidl)

Supported by Lidl, in partnership with the Ladies Gaelic Football Association, this programme looks to increase the number of girls playing sport and Gaelic football, to improve girls' physical, social and mental wellbeing and to support schools, families and young people in understanding the value of sport. It also, in turn, looks to address the drop-off rate in sport participation amongst girls aged 11-14 years

Active and Healthy Minds (NHS West Lancashire)

This project aims to improve wellbeing through physical education and sport, using programmes such as Active in Mind, Young Mental Health Champions, My Personal Best and Raising Aspirations.

Empowering Girls (DCMS)

The Empowering Girls programme aims to improve the life chances of vulnerable girls by developing greater body confidence and self-esteem, improving emotional resilience, leading to better mental health and well-being, raising their aspirations for achievement, and improving confidence and empowerment around relationships and sexual health.

Dorset Healthy Movers (Dorset Council)

The Dorset Healthy Movers programme aims to develop physical literacy in children aged 2-5 and improve their school readiness and social mobility. It provides them with the opportunity to achieve a good level of physical development linked to their language and literacy skills. In doing so, it will increase the children's self-esteem and wellbeing, develop agility, balance, and co-ordination, which all help children gain a better start to their life, improve school readiness and, in time, social mobility.

The project is being delivered across 19 early years settings (nurseries and pre-schools) in East Dorset and Bournemouth, Christchurch and Poole. Healthy Movers consists of physical resources, such as a tool-kit and wallchart, as well as training for practitioners in early years settings that focuses on physical literacy and parental engagement. This helps to develop the knowledge, skills and confidence young children need to develop physically, socially and emotionally and enables families to continue the activities at home.

15. Designated funds

The income funds of the Group and charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2021 £	Utilised/ realised £	Transfer £	Balance at 31 March 2022 £
Operational and Innovation projects	168,981	(47,233)	219,790	341,538
Investment plan – Developing Systems & processes	590,902	(69,566)	818,664	1,340,000
	759,883	(116,799)	1,038,454	1,681,538

Operational and innovation projects

These funds have been spent on innovation, programme research and development, completion of work on our corporate website, intranet development and ongoing work on the Well Schools project. Further funds have been set aside to continue this work until completion.

Investment plan

The charity has completed its final year of the 2018-2022 strategy and have now developed a strategy spanning to 2035 called “Inspiring changemakers, building belonging”. The initial phase covers the period 2022 to 2025. The Board have approved an investment of £1,340,000 to progress key initiatives to deliver the stated strategic aims.

The designated funds have been set aside to carry out pilot projects, strengthen resources, investment in digital technology and carry out research and insight projects.

16. Analysis of net assets between funds

Group	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	89,089	—	—	89,089
Current assets	6,183,643	1,681,538	4,269,330	12,134,511
Creditors: amounts falling due within one year	(1,098,220)	—	—	(1,098,220)
	5,174,512	1,681,538	4,269,330	11,125,380

16 Analysis of net assets between funds (continued)

Group	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	70,583	—	—	70,583
Current assets	6,349,115	759,883	3,836,699	10,945,697
Creditors: amounts falling due within one year	(959,099)	—	—	(959,099)
	<u>5,460,599</u>	<u>759,883</u>	<u>3,836,699</u>	<u>10,057,181</u>
Charity	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	89,089	—	—	89,089
Current assets	5,922,615	1,681,538	4,269,330	11,873,483
Creditors: amounts falling due within one year	(1,078,453)	—	—	(1,078,453)
	<u>4,933,251</u>	<u>1,681,538</u>	<u>4,269,330</u>	<u>10,884,119</u>
Charity	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	70,583	—	—	70,583
Current assets	6,101,345	759,883	3,836,699	10,697,927
Creditors: amounts falling due within one year	(929,728)	—	—	(929,728)
	<u>5,242,200</u>	<u>759,883</u>	<u>3,836,699</u>	<u>9,838,782</u>

17. Commitments under operating leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

Group and charity	Land and buildings	
	2022 £	2021 £
Amounts due:		
Within one year	38,566	33,759
Between two and five years	154,262	135,034
In over five years	607,408	565,455
	800,236	734,248

18. Subsidiary undertakings

The charitable company owns the entire issued share capital of YSTe, a company incorporated in England and Wales (registered number 03289889). YSTe's registered address is the same as the parent charity, as shown on page 1.

The principal activities of YSTe are the design and development of innovative resources and manage the supply chain. They market and sell specialist sports equipment, resources and other products (via an online store) that are sourced from suppliers in the UK and overseas. YSTe also develop and administer the 'Business' partnership scheme. YSTe activities underpin the work of YST.

The result for the year ended 31 March 2022 was a profit of £75,136 (2021: £52,578 profit). At 31 March 2022, YSTe had assets of £388,044 (2021: £320,262), liabilities of £146,783 (2021: £101,863) and shareholders' funds of £241,261 (2021: £218,399).

19. Related party transactions

Two of the three members of the company (Sir J L Beckwith and Viscount Mackintosh of Halifax) are the trustees of Youth Sport Trust International (YSTi), an unincorporated charity.

	YSTi		YSTe	
	2022 £	2021 £	2022 £	2021 £
Sale of goods in year	13,814	17,126	158,300	125,020
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	8,088	7,266	315,426	262,956
Amounts due from related parties	320	18,719	56,935	37,482
Amounts due to related parties	2,329	5,766	44,326	35,010

19. Related party transactions (continued)

During the year, fees totalling £1,997 (2021: £3,083) have been charged by Winckworth Sherwood LLP in relation to legal services. One of the partners of Winckworth Sherwood LLP is the spouse of B Richards, a trustee.

During the year, fees totalling £14,586 (2021: £nil) have been paid to Jam37 in relation to consultancy services provided. The owner of Jam37, Joanna Coates, is also a trustee.

None of the above transactions or balances with related parties are secured.

YOUTH SPORT TRUST

England & Wales - Charity number 1086915

Accounts

Youth Sport Trust

ANNUAL REPORT AND FINANCIAL STATEMENTS

for the year ended

31 March 2021

Charity Registration No. 1086915
Company Registration No. 4180163

Youth Sport Trust

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Youth Sport Trust

LEGAL AND ADMINISTRATIVE INFORMATION

PRESIDENT

Sir John Beckwith CBE

TRUSTEES (DIRECTORS)

Mr Richard Davidson (Chair)
Mr Ben Stimson
Mrs Melanie Honnor
Mrs Denise Gladwell
Dr Paula Franklin
Mr William Downie
Mr David Gilbey (resigned 25 May 2021)
Dr Katherine Grainger
Mrs Belinda Richards
Ms Valerie Copenhagen
Miss Lauren Asquith (resigned 5 July 2021)
Mrs Joanna Coates
Ms Lipa Nessa (appointed 5 July 2021)

SECRETARY

Mr Peter Ellis

CHIEF EXECUTIVE

Alison Oliver

CHARITY NUMBER

1086915

COMPANY NUMBER

4180163

REGISTERED OFFICE

SportPark
3 Oakwood Drive
Loughborough
Leicestershire
LE11 3QF

AUDITORS

RSM UK Audit LLP
Chartered Accountants
Grove Park, Rivermead House
7 Lewis Court
Leicester
LE19 1SD

Youth Sport Trust

LEGAL AND ADMINISTRATIVE INFORMATION (continued)

BANKERS

National Westminster Bank plc
Market Place
Loughborough
Leicestershire
LE11 3NZ

Santander
2 Triton Square
Regents Place
London
NW1 3AN

SOLICITORS

Winckworth Sherwood
Minerva House
5 Montague Close
London
SE1 9BB

Wilson Gunn
5th Floor, Blackfriars House
The Parsonage
Manchester
M3 2JA

Youth Sport Trust

REPORT OF THE TRUSTEES

The trustees present their report together with the financial statements of the Group for the year ended 31 March 2021.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Youth Sport Trust (YST) is a charitable company limited by guarantee, incorporated on 15 March 2001 and registered as a charity on 5 June 2001. It succeeded an unincorporated charitable trust established in 1994. The company was established under a Memorandum of Association which established the objects and powers of the charitable company. The company is now governed under its Articles of Association (revised 25th June 2019), which now incorporate the objects and powers. In the event of the company being wound up members are required to contribute an amount not exceeding £1.00.

Appointment of Trustees

The trustees are the directors of the charitable company.

As set out in the Articles of Association and the YST Board Terms of Reference, all trustees are appointed for a term of three years and shall be eligible for reappointment for a further two terms, at which point they must retire from office. However, any trustee who is appointed as Chair may serve an additional term. In exceptional circumstances, and where the trustees consider that it would be in the best interests of the charity, a Chair who has served the maximum four consecutive terms or a trustee who has served a maximum of three consecutive terms may continue to serve for an additional one year period.

The focus of the charity's work is on young people and sport. YST undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, the YST is strongly committed to ensuring that there is a focus on equality and diversity when selecting suitable candidates. The recruitment process is carried out by the Nominations, Remuneration and Governance (NGR) sub-committee of the Board, through an open and publicly advertised recruitment process. All Board vacancies are advertised on the YST website, our partners websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds.

The charity has trustee indemnity insurance in place at a cost of £3,310 (2020: £3,208).

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Trust on a day to day basis. All trustees give their time freely and no payments for the reimbursement of expenses were made during the year (2020: £800) as none had been incurred.

The pay of the senior management team alongside all other staff is reviewed annually by the Nominations, Governance and Remuneration (NGR) Committee. No increases were given in this accounting period as there was a need to contain costs due to the drop in income because of the pandemic. In view of the nature of the charity, the executive team are benchmarked against pay levels with other similar sized organisations within the sport and education sector. The remuneration benchmark is the mid-point of the range paid for similar roles, adjusted for a weighting of up to 30% for any additional responsibilities. If recruitment has proven difficult, as in the recent past, a market addition may also be paid, with the pay maximum no greater than the highest benchmarked salary for a comparable role. Benchmarking is also carried out for other members of staff to ensure market rates are paid.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

Trustee Induction and Training

New trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the Board and decision-making processes, the strategic plan and the recent financial performance of the charity. During the induction day they meet key employees and other trustees whenever possible. The day is jointly led by the Chair of the Board and the Chief Executive of the charity. Trustees are also encouraged to attend external events where these will facilitate the undertaking of their role and enhance their understanding of the charity's remit.

In addition, a trustees' induction pack provides information on both the charity and the context within which it operates. The pack draws information from the Charity Commission's publication - 'The Essential Trustee' and the Code for Sports Governance (Sport England and UK Sport), as well as documents produced by the charity itself. These include the strategic plan, the organisation's structure, the latest annual impact report, key policies and annual financial statements.

Annual Governance Statement

Commitment

As an organisation which receives public funding through Sport England, we are required to comply with A Code for Sports Governance (the "Code"). This includes a set of mandatory requirements across five principles of good governance: structure, people, communication, standards and conduct, and policies and processes.

In July 2018, YST received confirmation from Sport England that we are compliant with the highest level of the Code – Tier 3.

Achieving good governance is an ongoing commitment, reflected in the fact that, within our 2018-22 Strategy, one of the tactics under the 'Strengthening Foundations' objective, is focussed on 'Maintaining Good Governance'.

This annual governance statement is prepared to provide a regular update for our stakeholders.

YST's Governance Framework

The YST Board, which can have up to 12 trustees, administers the charity. It has two sub-committees:

Audit and Risk Committee:

- Responsible for overseeing all financial and audit aspects of the YST, including risk management and internal control systems, and for reporting back to the main Board.
- Chaired by one of the trustees, with at least two other trustees as members.

Nominations, Governance and Remuneration Committee:

- Responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring YST's governance framework and Board membership; determining the remuneration of Senior Leadership Team (SLT) members and providing guidance on annual increments for YST staff.
- Chaired by the Chair of the YST Board, with at least three other trustees as members.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

The Terms of Reference for these committees, along with those of the main Board, can be found on our website.

The Board met five times in 2020: 12 February, 28 April, 30 June (plus AGM) and 29 September, with an extended Board Meeting held on 2 December. This was preceded by a 'Partners and Beneficiaries Reception' on the evening of 1 December, which included our Board members.

In 2021, they have met on 3 February, 20 April, and will also meet on 5 July (including AGM) and 14 September, with an overnight Board Retreat and meeting to be held on 16/17 November.

All Board meetings since April 2020 have been held virtually, as permitted under clause 45(4) of our Articles of Association. In addition to the aforementioned meetings, the Board have met regularly with the Senior Leadership Team during this unprecedented period, to provide additional counsel and support.

Risk Management

YST manages risks at three levels: strategic, organisational and project, in accordance with our Risk Management procedure (part of our ISO 9001:2015 accredited Quality Management System).

Project level risks are reviewed monthly at a case conference meeting led by our Chief Operating Officer.

Organisational level risks are reviewed by our Chief Operating Officer and any significant areas of risk (including those at Project level) are raised at regular SLT Operational Meetings. SLT then determine what, if any, action needs to be taken and by whom.

Strategic level risks are regularly updated by the SLT and the Strategic Risk Register, along with a Summary Sheet, is sent to the YST Board prior to every meeting. This is a standard agenda item at every Board Meeting and the Board is responsible for reviewing the register, discussing the risks and proposed mitigation and making any recommendations back to the SLT to take forward accordingly.

The key risks during 2020/21 have been:

- In January 2020, a significant new unforeseen and unprecedented risk had emerged due to a coronavirus pandemic that caused an impact on the health of people. To stop the spread of the disease, the government put lockdowns in place to protect the health of the nation and to protect the NHS. This risk is significant and impacted all areas of the Charity. A task force was put together that addressed business continuity planning focusing on operational, financial and staffing aspects of the plan. This task force carried out scenario planning to determine the consequences and mitigation plans of each scenario. Regular feedback has been provided to the Board on this risk during the year.
- During the year, a "horizon scanning" exercise was conducted by the Chief Operating Officer looking at emerging risks. This exercise helps to inform the strategic risks that the charity needs to consider. The findings were presented to the Audit and Risk Committee.
- The charity has seven ongoing areas of risk on the organisational risk register.
 1. REPUTATIONAL – the brand of the organisation is hugely important to the credibility of, and trust in the charity. With the charity's involvement in so many significant publicly funded contracts there is a need for us to manage the association of the charity's brand with some of the larger programmes we deliver. Monitoring of social media has been a key feature during the year to inform the charity of both favourable and adverse comments. We have actively engaged with our funders to ensure that events and delivery have been rescheduled to enable maximum value to be delivered through programmes during this difficult period.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

2. **SAFEGUARDING** - The safety, welfare and wellbeing of young people is of paramount importance to YST and our safeguarding responsibilities are taken very seriously. There is an ongoing focus on succession planning for our Safeguarding team and those with direct experience of safeguarding at various events held by the YST. Our safeguarding policy has now been updated to include online delivery of programmes.
3. **REGULATORY**– this area of risk covers corporate governance and compliance. With GDPR and new employment laws covering the gig economy it is essential that the charity remains abreast of what is both a legal requirement and best practice. In 2018/19 we introduced a new protocol to ensure trustees are continually updated regarding changes to our regulatory environment. This now forms part of a standing item for board meetings.
4. **FINANCIAL** – In 2018/19 the Board engaged in a review of our Reserves Policy and our effective use of reserves to impact on the mission and long-term sustainability of the organisation. This led to the creation of a 6-year budget and accompanying investment plan. Due to the pandemic, this long-term plan had been put on hold (except for two projects) as significant uncertainty emerged at the beginning of the financial year. To overcome these uncertainties, the charity carried out a scenario planning exercise which included financial planning for each scenario. The board were updated monthly on the financial implications of each scenario, to enable mitigating actions to be developed, to protect the charity’s reserves.
5. **POLITICAL** – Since the general election in 2019, progress had been made in engaging with key political personnel to influence physical education in schools. However, with the coronavirus pandemic, government focus shifted to the immediate needs of protecting the health of the nation and protecting the NHS. Schools were shut in March 2020, to stop the transmission of the disease. During the year, the emerging risk of children’s mental wellbeing has been a key focus for the charity in our engagement with political personnel and government departments.
6. **OPERATIONAL** – the charity’s ability to get our programmes and products to market efficiently and effectively is at the centre of our work. This is dependent on the quality, reliability and capability of our technical systems; the strength and coverage of our strategic networks (School and Personal Members, School Sport Partnerships, Primary Clusters, Lead Schools, Learning Academy Tutors and Development Coaches); and the quality and training of our people. Weaknesses or failings in any of these areas would represent a risk to the organisation’s core business. During the latter part of 2019/20, we recruited a Head of Technology Transformation manager. As staff were required to work remotely (due to the pandemic) this new role helped to accelerate the transition to remote working. We are also focusing on reviewing our systems to ensure business continuity and security.
7. **PERSONNEL** - The retention and agility of staff is key to the charity’s continued growth and success, whether it’s ensuring customer satisfaction, or maintaining balance and productivity in the workplace. The wellbeing of our staff has been a primary focus during this unprecedented year. Through this period, all staff have been working from home and it has been necessary to place many staff on furlough/flexible furlough for a period. We utilised ‘pulse’ surveys in May and October 2020, as a mechanism through which staff could provide feedback, to enable the Senior Leadership Team to gauge staff wellbeing. These surveys were in addition to the annual Best Companies ‘b-Heard’ survey, which staff completed in January/February 2021, following which an action plan is being developed. To aid communication during this prolonged phase of remote working, weekly, online briefings have been delivered to the whole organisation, led by the CEO, to ensure staff are kept informed and connected. An informal consultation group of elected staff representatives from across the organisation has also been convened. This group has met with the CEO on a number of occasions, enabling the views and ideas of staff to be heard and taken into account.

Our Risk Management procedure is annually reviewed through the Audit and Risk Committee.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

Governance Actions

In 2020 we commissioned Campbell Tickell to undertake an external evaluation of the Board and our current governance position, between September and December 2020. This involved: reviewing our key governance documents; analysing survey responses from both Board members and our Senior Leadership Team; observation of the Board meeting on 29 September 2020; and interviews with the Chair, CEO and a trustee. The findings of the evaluation were contextualised using a ‘maturity matrix’ against five key themes: Governance Framework; Skills, Competency & Diversity; Strategic Role; Dynamics and Culture; and Conduct of Meetings. The evaluation findings were presented to the Board in December 2020 and the results were very positive, indicating that YST has strong levels of ‘maturity’ across all themes. The following areas for further improvement were included in the final report:

- Board to be assured that the relationship between YST and its trading subsidiary, Youth Sport Trust Enterprises Ltd, (YSTe) is clear and appropriate;
- Ensure that best use is made of Board skills and contributions;
- Continue to build on the excellent work around equality, diversity and inclusion and ensure that this is a regular topic of conversation at Board level.

There were also some minor ‘housekeeping’ points related to a few of our governance documents.

An action plan has subsequently been developed to address these areas and progress against this plan is being monitored by the Board.

We have also reviewed and updated our Safeguarding policy, which is now split into separate documents for adults and young people. These can be found on our website, along with our Annual Report and Financial Statements, Annual Impact Report and other key policies, including: Equality and Diversity, Safeguarding, Whistleblowing and Anti-Bribery.

STRATEGIC REPORT

Organisation

A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority for operational matters, within terms of delegation approved by the trustees, including finance, employment, and performance related activity.

Objectives and Activities

The Charity’s objects (“Objects”) for the public benefit and in particular for the benefit of young people under the age of 25 both in the United Kingdom and internationally (“Young People”) are:

1. To support, enable and encourage Young People, irrespective of ability, to participate in sport and physical activity, whether in schools, other educational establishments or the wider community, by providing advice and assistance and organising programmes of physical, educational and other activities to help Young People to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, advancing their mental and physical health and education.
2. To provide advice and assistance to parents, carers and families to enable and encourage them to support Young People, irrespective of age or ability, to participate in sport and physical activity.
3. To improve and increase the provision of sport and physical activity opportunities available for Young People by building networks, delivering training and seeking co-ordination, collaboration

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

and co-operation amongst providers of sport, physical activity, and physical education, and between sport, education and health providers.

4. To promote the benefits of sport and physical activity (in general and in particular) and the physical and mental health of Young People by undertaking and disseminating research into sport, physical activity, the impact of sport on academic achievement and into the physical and mental health of Young People.
5. To seek to influence policy makers at local, national and international levels about the importance of sport and physical activity and its benefits to Young People (without engaging in any party-political activity).
6. To advance such other charitable purposes as the directors may from time to time think fit.

In accordance with our stated aims in the Annual Report (2017-18), this year represented year 3 of our 2018-2022 Strategy - 'Believing in every child's future' Its vision is for a future where every child enjoys the life-changing benefits that come from play and sport. This strategy has six strategic objectives, which we use to align our projects and programmes and wider charity activities:

- **Transforming Physical Education (PE):** Transforming PE's place in the curriculum, putting PE at the centre of wellbeing and achievement in education.
- **Removing Barriers to Sport:** Harnessing global best practice to ensure youth sport in the UK is inclusive, accessible and fun.
- **Unlocking Potential:** Unlocking sport's potential at every stage of a child's life, especially where they face inequality or disadvantage.
- **Empowering Activism:** Empowering young people through sport to become local activists, tackling the issues of their generation.
- **Championing Insight:** Championing the impact of physical activity, PE and sport through research and insight across our organisation, networks, stakeholders and wider sector.
- **Strengthening our foundations:** Ensuring we can sustain our mission. We will deliver our charitable objectives through good governance, a skilled workforce and sustainable income.

We continue to draw on our three 'unique selling points'- to develop, deliver and disrupt - through interventions, projects and the influencing of wider policy and funding focus areas:

- **Develop:** innovative resources, training, professional development modules and programmes to support young people in PE and sport.
- **Deliver:** high quality events, programmes, activities, camps and experiences for young people and their wider support base such as parents and carers, teachers and coaches.
- **Disrupt:** and challenge convention where there are opportunities to improve the provision, quality or approach of using sport, PE and physical activity to improve young people's lives.

We are not a grant giving organisation, however there are occasions where we will seed fund a project or initiative as part of a pilot programme that is later integrated into our mainstream programme delivery.

We work closely with several organisations at a national level including the Teaching Unions, Academy Chains, The Home Country Sports Councils, Women in Sport, Sporting Equals, the English Federation of Disability Sport, Special Olympics GB, Commonwealth Games England and National Governing Bodies of Sport (NGBs). We also work with regional and local partners such as Local Authorities, Active Partnerships and a range of small community-based charities, enabling us to deliver holistic programmes which embrace provision with and beyond the school gates. A number of our projects and programmes are also supported through business and corporate partnerships.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

Fundraising

YST is registered with the Fundraising Regulator and follows the Code of Fundraising Practice and the Fundraising Promise (<https://www.youthsporttrust.org/our-fundraising-promise>). During 2020/21, the YST received a good level of unrestricted income through donations and charitable activities despite the pandemic. The charity also submits bids to various Grant-making bodies (including trusts and foundations).

In May 2020, the charity was awarded “The #ChangeCollective Award” by the Chartered Institute of Fundraising in recognition of YST’s achievements in equality, diversity and inclusion.

We are pleased to report that no complaints were received during the year ended 31 March 2021 (2020: no complaints).

YST is committed to ensuring that anyone working, or volunteering, on behalf of the charity, understands their mandatory responsibilities and demonstrates best practice in safeguarding children and adults at risk in their care. YST holds the NSPCC Child Protection in Sport safeguarding standard and we have an internal group leading on the development of our safeguarding policies and practice. The Safeguarding policies can be found on the YST website link below:

<https://www.youthsporttrust.org/about/safeguarding>

Achievements and Performance

The vision of the YST is a future where every child enjoys the life-changing benefits that come from play and sport. The financial year 2020/21 embedded our new strategy, with our work spanning six strategic objectives.

Despite restrictions imposed due to the coronavirus pandemic, we still managed to achieve good levels of reach across our target groups, through a wide range of projects and initiatives throughout this period, although figures were understandably reduced vs. the previous year.

- 309,115 children participated in a YST programme
- 99,706 young people were trained by the YST
- 20,650 adults were trained by the YST.

With schools closed to many pupils for parts of the year, YST was able to adapt and pivot its activities to ensure that our work was able to continue and reach those that needed our support:

TRANSFORMING PHYSICAL EDUCATION

We are working to transform PE’s place in the curriculum, putting it at the centre of wellbeing and achievement in education. We do this by working with teachers, young people, parents and policymakers to maximise PE’s potential to improve children’s wellbeing and achievement.

Driving for transformation: We continued to campaign for PE’s place in the curriculum. In 2021, we commissioned research with the Gregson Family Foundation, which found that 68% of parents agreed that PE should be a core subject on the curriculum, alongside English, maths and science. Over 4/5^{ths} of parents believed that cuts to PE, sport and break times in schools are likely to have a negative impact on pupil wellbeing.

Our 2020 **National School Sport Week at Home**, supercharged by Sky Sports, reached 2 million people. 3,500 schools signed up to participate and the week attracted 138 media mentions. 44 Members of Parliament

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

also took part during the week of activities which used PE, sport and physical activity to champion wellbeing and togetherness during the coronavirus pandemic.

In 2021, supported by SportWales, we conducted research with schools in Wales, surveying and conducting focus groups with over 7,000 young people and over 100 practitioners. Through this work we were able to provide insights around young people's current engagement in sport and physical activity. Working with both young people and practitioners we developed a set of recommendations for schools and the wider sports sector to help re-engage young people in sport and physical activity as restrictions begin to ease and things return to normal.

REMOVING BARRIERS TO SPORT

We are continually looking to harness global best practice to ensure youth sport in the UK is inclusive, accessible and fun. We are doing this by supporting schools, clubs and families to remove the causes of negative experiences for young people.

Influencing the School Sport and Activity Action Plan. Throughout 2020/21, we have continued to work closely with the three government departments, DFE, DCMS and DHSC, to support the implementation of those strands of the School Sport & Activity Action which have been progressed to date. This has included the delivery of the School Games, the support of the Primary PE and Sport Premium and programmes which support the empowerment of young people through sports leadership. We have also continued to co-ordinate and facilitate a collective response to the Action Plan by the school sport and activity sector partners – in particular this has led to the creation of a national team of School Sport Champions (current and former athletes, from each national governing body of sport, who feel passionate about the place of PE and sport in children's education) and the establishment of a National Youth Sport Forum (engaging young leaders from youth boards and forums across a range of sport sector organisations).

School Games: We continued our engagement as Sport England's delivery partner for the School Games, co-ordinating a national network of 450 School Games Organisers (SGOs). Throughout the coronavirus pandemic, YST have supported these SGOs in providing online activities and digital content to help every child in achieving 60 active minutes, in line with Chief Medical Officer's guidance. We put on six virtual conferences to support the efforts of SGOs and Local Organising Committees. The School Games Active Championship saw 4,772 young people using the platform TopYa! to take part in video-based activity challenges.

The FA funded **Game of Our Own – Supported by Barclays** programme, gives schools a new approach to the delivery of curriculum PE, using football as a vehicle. It aims to develop character education in girls, through a life-skill approach to the delivery of football in curriculum PE lessons, to change perceptions. 352 teachers have so far undergone training for this programme during the 2020/2021 academic year. For young people, Game of Our Own Leadership programme has moved to an entirely virtual delivery model, launching in May 2021, and over 2,400 girls have signed up for this, from over 220 schools.

Additionally, we have used digital video conferencing platforms to train 782 primary staff to deliver The FA **Shooting Stars – Inspired by Disney**, which aims to help girls, aged five to eight, develop physical competency, speaking and listening skills.

Young Coaches and Activators: Responding to the coronavirus pandemic and the necessity for "bubbles" in schools, we provided an online Bubble Leadership resource for schools to continue to support young leaders, enabling them to be better attuned to the physical and emotional demands that the pandemic has posed.

Inclusion 2020 is the umbrella term for the YST's delivery of an initiative that sits within the Department for Education's SEND Inclusion in PE, School Sport and Physical Activity grant. The YST is leading a consortium of organisations (Activity Alliance, British Paralympic Association, NASEN, Swim England),

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

schools, parents and young people to increase opportunities for young people with special educational needs and disabilities (SEND) to enjoy physical education, school sport and physical activity.

YST supports 50 Lead Inclusion Schools across England - hubs of expertise on inclusive PE and sport - to act as champions in their local areas. As well as staging events, they are responsible for training staff and sharing best practice with other schools to improve the provision of PE, school sport and physical activity for young people with SEND

Girls Active, funded by Sport England, is delivered by the YST, supported by Women in Sport and aligned to This Girl Can. Established in 2015, Girls Active is an award winning programme, which aims to help schools understand what motivates girls to take part in physical activity, PE and sport, enabling teachers to work with girls – through consultation and leadership – to make the necessary changes to their PE, sport and physical activity provision. Girls are empowered within the programme to become GLAMS (Girls Leadership and Marketing Squad), a network of role models to inspire, engage and support peers.

The Girls Active programme comprises a one-day training course for secondary teachers, hard-copy and electronic resources, self-reviews, insight surveys and reports, seed funding to support actions and ongoing support. A separate residential leadership camp for girls aged 15-17 has also provided training for some schools with a specific focus on girls' leadership and developing girls as coaches.

Stepping up for Change launched in 2017, extending Girls Active into primary schools. The programme comprises a one-day teacher training workshop for primary and secondary teachers and a girls' 'camp style' leadership day. The focus of Stepping up for Change is supporting primary girls' transition to secondary school, with leaders acting as role models for younger girls and strengthening links between schools.

Across the first 5 years of the programme Girls Active has engaged 837 schools and trained 1,112 teachers. More than 8,200 girls have been trained as leaders, engaging over 81,000 girls as participants in activities and events.

Healthy Lifestyle Champions- This programme aims to use the power of peer leadership to empower a representative group of leaders from school settings to engage peers from low socio-economic backgrounds in festivals. From this, a further cohort of young people will engage in a block of 8 - 10 sessions of non-traditional activity, that will be delivered in a way that can be sustained. Over 40 schools and over 250 Healthy Lifestyle Champions attended a virtual conference in December 2020. The delivery of subsequent festivals has already begun to take place, both face-to-face and online. Feedback from the programme has revealed that it also supports the wellbeing and social skills of the Healthy Lifestyle Champions, which has been of additional benefit, especially given challenges for young people during the coronavirus pandemic.

UNLOCKING POTENTIAL

The YST's aim is to unlock sport's potential at every stage of a child's life, especially where they face inequality or disadvantage. We are doing this by closing the gaps created by inequality and disadvantage, particularly at key transitional moments in a young person's life, like starting or changing school and preparing for employment. To achieve this, we have undertaken a number of programmes including:

Bedfordshire Healthy Movers: 20 early years practitioners, from 10 nurseries, pre-schools and children's centres, have been trained to deliver sessions that can improve the physical literacy and activity levels of 3 to 4 year olds. Even during the coronavirus pandemic, while many of these settings have been closed, Healthy Movers resources have still been shared with parents/carers. In some cases, settings have hosted online Healthy Movers sessions through Facebook live, whilst others have sent activity cards home through portals such as Class Dojo. YST has also provided twice weekly Healthy Movers at Home sessions which settings have been able to signpost families to.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

Healthy Movers: This aims to support practitioners and families to develop their competence and confidence, to ensure every child is physically literate and to improve self-esteem and wellbeing. In 2020, YST worked with 15 early years settings, engaging 56 practitioners, and providing 620 home packs. Also, 230 parents attended Stay and Play sessions.

Active in Mind We supported young people to manage challenges to their mental health during the first lockdown, by sharing videos from YST Athlete Mentors, thanks to the Sport England National Lottery funded Active in Mind programme. The videos have received 600 views and the resources have been downloaded 1,200 times.

EMPOWERING ACTIVISM

Our programmes are designed to empower young people through sport to become local activists, tackling the issues of their generation. Some examples include:

Unified Action is a short-term project funded by the Ministry of Housing, Communities and Local Government and is delivered by YST in partnership with Sporting Equals and 2-3 Degrees. The project aims to improve social cohesion and increase participation in sports governance by bringing together young people of diverse faiths and ethnicities, utilising their shared passion for sport to address issues of inclusion and provide opportunities for leadership. 33 community organisations/schools are involved in the project, with 69 young people engaged as ‘Unified Ambassadors’ and 41 community leaders as ‘Unified Mentors’. Currently, they are undertaking social action tasks called ‘unified actions’ that aim to improve social cohesion in their local area.

Young Ambassadors: We created the Young Ambassadors programme to build the leadership skills of young people who encourage their peers to get active. We continue to support its delivery with funding from sportscotland and Sport Wales. Across Wales there are more than 4,000 active Young Ambassadors in schools, colleges and universities.

Active Across Ages is a YST innovation pilot funded by YST International and the Sir John Beckwith Charitable Trust, and delivered in five locations in England. We’re tackling isolation by bringing together the two loneliest generations – young and older people - to play sport and get active. Ten primary, secondary, and special schools are working in partnership with 10 older people’s settings including care homes, community groups and day centres. 127 young people have been trained as Activity Buddies and during lockdown they continue to send letters to their older friends including sharing ideas for being active.

Birmingham Connect: Capitalising on the excitement around the 2022 Commonwealth Games being held in Birmingham, we are empowering young people to build connections among peers from diverse and segregated communities in the city. Birmingham Connect is encouraging social integration by partnering pupils, aged 11 to 13, with students in other schools across the city, to help them connect through sport. 100 young people have been supported to lead the project, across 20 schools identified as highly segregated, either through ethnicity, deprivation or disability. The project is being run in partnership with Team England, with the support of National Lottery funding through Sport England, and funding from the Ministry of Housing, Communities and Local Government. It is being delivered with support from Inspire Activity Ltd, Culture Central and Birmingham Education Partnership.

National Youth Sport Forum: As referenced above under the School Sport and Activity Action Plan, we have worked in partnership with the Sport & Recreation Alliance this year to establish a forum of young ambassadors from a range of youth boards and forums across the sporting landscape. This forum has contributed its voice to the Sport England Strategy Consultation and the Comprehensive Spending Review representation of the YST.

Wider reach activities:

We continue to grow our reach across our core communication channels. In the 2020/21 academic year to date:

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

- We had 98,734 followers on social media
- 462,087 people visited our website
- There were 1605 mentions of our work, research and campaigning in the media including 204 stories in the national and broadcast media
- We had 500,000 downloads of free activity resources and
- 2 Million people were reached through YST National School Sport Week at Home in 2020

We have continued to nurture our wider networks across the education landscape. Across 2020/21 these extended to:

- 97 Head Teacher Ambassadors, including 7 Lead Headteacher Ambassadors (51 secondary and 46 primary, there are 5 SEND schools within these)
- 101 Secondary PE Catalysts (Including 8 Lead PE CatalYSTs. there are 3 SEND schools within these)
- 16 Primary PE Catalysts
- 84 Health and Wellbeing Lead Schools (80 secondary and 4 primary - there are 6 SEND schools within these)
- 640 Well Schools (330 primary, 11 all-through schools and 299 secondary - there are 39 SEND schools within these)
- 48 Leadership Coaching and Volunteering Schools (39 secondary schools, 1 special school, 2 sixth form colleges, 2 SSP's, 2 Active Partnerships and 2 primary schools)
- 51 Lead Inclusion Schools (3 primary, 28 secondary, 19 all-through, 1 alternative provision – there are 26 SEND within these)
- 119 Early Years settings (24 Cornwall, 17 West Somerset, 15 Wiltshire, 20 Bedfordshire, 12 Lowestoft, 12 Ipswich, 7 Southwark and 12 Hull)
- 95 PE & Sport Cluster Coordinators
- In addition, across 2020-21 we trained 3,474 delegates through our Learning Academy.

ENABLERS

The coronavirus pandemic had a significant impact on our ability to deliver across 2020/21, however, a number of enablers have been central to the ongoing momentum and impact of our work:

1. The establishment of a 'Coronavirus Support' section of the YST website through which we made available: activity ideas; downloadable resources; on-line training etc. During the year we had c. 800,000 downloads of resources alone.
2. As Part of our 'Coronavirus Support' programme we established a specific Podcast series, bringing together a range of expert voices, from across the UK and internationally, on the consequences of the virus and lockdown on children and young people, including tips and ideas on how to re-engage young people on their return to school (both after the 1st, 2nd and 3rd lockdowns).
3. The re-positioning of National School Sports Week to 'National School Sport Week @ Home', to inspire participation and activity across primary and secondary age young people, with content suitable for the home environment. The week was also extended for the first time, to embrace the weekend and, as part of the specific content supporting the week, included family activity, designed to support parents and carers to be active alongside their children.
4. Off the back of National School Sport Week @ Home, we established a #Together Parents Newsletter. This has enabled us to engage with c.3,500 families, supporting them to be active together and equipping parents with a whole range of information, advice and guidance about the

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

role and impact of play, sport and physical activity on children's lives, as well as what they can expect from Physical Education today.

5. During 2020/21, the charity benefitted from a range of new strategic and commercial partnerships which have aided our reach and impact:
 - a. we initiated a partnership with the Wimbledon Foundation to launch a programme focussing on the development of life skills and employability skills in young people from some of the most disadvantaged communities
 - b. we delivered on a partnership with Warner Brothers, capitalising on the interest in the launch of the Wonder Woman 1984 film. This partnership saw the YST develop physical activity resource cards, which help children understand and work on specific life skills and foster important character traits.

Public benefit

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and confirm that they have complied with their duty in Section 17 of the Charities Act 2011.

The work of YST cuts across a number of key policy areas, including youth, health, education, sport and community development. The YST's work to broaden and develop PE and sport opportunities for young people not only makes young people fitter and healthier, but also improves their confidence and self-esteem, enhances their achievement across the curriculum, supports their wider engagement in the community and allows them to build the foundation for an active, healthy lifestyle.

In 2020/21 the coronavirus pandemic has accelerated existing concerns about the increasingly complex and sedentary lifestyles of children giving rise to: increasing obesity levels; declining emotional wellbeing; the acceptance of diversity within an ever-changing world; rising youth unemployment; and increasing concerns about the involvement of young people in knife crime and gang related crime. The work of the YST directly tackles all these issues and over the past year has intensified its impact on those young people most affected by the consequences of the coronavirus pandemic and associated lockdowns; In this way it provides significant public benefit.

The work we do to develop young people as leaders has benefit beyond sport - the skills that are developed in this area can stay with young people for life. A large number of young people trained in leadership skills by the YST go on to volunteer in the local community, bringing significant social benefit.

In particular, the YST has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-represented groups such as young women and girls, those young people with SEND, young people from diverse ethnic and cultural backgrounds and young people from the most disadvantaged backgrounds.

Finally, supporting and aiding each young person to achieve their personal best in sport demonstrates the ability of every young person to succeed and to achieve. Allowing talent in sport to emerge – as an athlete, leader or coach – we help to create positive role models, enhance community cohesion, and fuel future national success and pride in international sport.

Financial review

Financial planning, monitoring and control are fundamental to the operation of the charity. The structured approach we take ensures synergy between our plans – our core strategic plan informs our annual operational plan, detailing our key aims and objectives for the year, which is underpinned by our annual budget.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

The financial year 2020/21 was the third year of the new 4-year strategy that the YST developed to tackle the decline in young people's wellbeing. This strategy has six key objectives as outlined on pages 7 and 8.

Our Group income for the year has seen a decline of 24% from 2019/20 (excluding furlough receipts). The main reason for this being the impact of the coronavirus pandemic, where YST was unable to deliver programmes face to face, due to school closures. However, our major funders have continued to support us by either changing the mode of delivery to online and/or postponing delivery to future periods. Both of these factors have played a role in reducing income, as online delivery does not require the same levels of funds as face to face delivery. There has also been a reduction in our trading subsidiary income. The Group has returned an unrestricted surplus of £724,723 (2020 deficit £103,280) - this includes a trading subsidiary profit of £52,578 (2020 profit of £62,842).

Compared with 2019/20, income for the charity is down by 17% and the trading subsidiary is down by 40%.

The main drop in the charity's income has come from Sport England, where income has reduced due to the repurposing of programmes and postponed delivery. Other key funders that have postponed delivery due to the coronavirus pandemic include Spirit 2012 and LIDL, where there was a specific need for face to face delivery.

The trading subsidiary has had a decline in income of 40% from 2019/20. Although product sales are down due to the closure of schools, the network and events income has suffered due to YST not holding its annual conference, which generates exhibition and sponsorship income for the trading subsidiary.

Staff that were furloughed have been funded by the government's job retention scheme, which was introduced at the beginning of the financial year. Total furlough income received during the year was £752,534 (2020: £nil).

In 2018, the Board of YST agreed to invest in various areas of the charity, to help to deliver on its mission and strategic objectives. A designated fund of £1,311,000 had been set aside for this purpose. During 2020/21, due to the uncertainty caused by the coronavirus pandemic, a decision was taken to stop some of the investment programmes, to protect the charity's unrestricted reserves. This has led to a transfer of funds, from designated to unrestricted, of £330,858. Designated funds for three strategic investment programmes (Brand Awareness, Well Schools Movement and Commercial) have been retained. The balance on designated funds of £759,883, includes a fund of £168,981 (2020: £58,210) to deliver short term programmes that will be delivered in the next financial year. These are shown as designated funds in note 15.

The group's unrestricted reserves now stand at £6,220,482 and included within this are designated reserves of £759,883.

Plans for future periods

For over a year the fortunes of the charity and the vitality of our mission have been impacted upon and amplified by the coronavirus pandemic. The nature of how this virus changed the way we all live our lives had a profound effect on how we sought to deliver our mission, the type of support needed, and where our focus was going to be best applied for maximum benefit. Through the agreement of funders elements of delivery planned for the summer term of 2020 were deferred into the following academic year, and this trend of having to adapt with the peaks and troughs of the pandemic in the UK continued throughout 2020/21 and will continue to do so into 2021/22.

Successive lockdowns, where schooling had to be accessed remotely for many students, accompanied by an autumn period characterised by repeated periods of 14-day self-isolation of 'bubbles', meant for a disjointed delivery period. The development of a set of alternative scenarios, with phased milestones, allowed for the re-orientation of our delivery expectations through the year, with the most dramatic change required in

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

January 2021, at the start of what became a more than two month closure of schools for most students across the UK. This has left a positive legacy for the charity, as follows:

- A school workforce more open and capable of receiving virtual CPD rather than in-person, increasing the flexibility with which we can deliver our mission
- A staff and Learning Academy with increased agility, and a more diverse range of tools at their disposal to support our beneficiaries
- Increased capability to re-profile our delivery plans quickly, recognising what works best in virtual and face to face environments
- We have reached more schools, teachers, parents and young people than ever before – free of charge through our virtual offering, thanks to the flexibility and support of our funders.

However, the impact on young people has been significant and presented challenges to them in ways that very few could have reasonably anticipated previously, and this will shape how we seek to support young people and measure our impact. Kept apart from their friends, unable to see loved ones, learning from home (often with limited technology), prevented from taking part in the activities and play synonymous with childhood, and with organised school sport and community sport mothballed for months on end, children need our mission now more than ever.

Children became less active and more children experienced mental health problems. Whilst physical activity and wellbeing were considered national priorities, with significant evidence to demonstrate that those individuals who have fared best throughout the pandemic, both in terms of physical and emotional wellbeing, are those who are active and have taken responsibility for their health and wellbeing, we have fought hard for this to be addressed in practice. The positioning of the summer term in 2021, as being an Active Recovery for young people, has been at the heart of our messaging, and our pioneering work has helped bring this to life, leading action across the sector and supporting schools seeking to make the change in their own community, through the growing Well School movement.

Whilst the coronavirus pandemic meant our 25th anniversary celebrations were scaled back, the milestone proved a valuable anchor for the review of progress against our strategy, repeating the landmark ‘Class of 2035’ research, first conducted in 2015, adjusting to eight key themes that emerged from the impact of the pandemic, and reviewing our strategy. All of these factors leave us looking forward into 2021/22, with three simple success measures for our work:

- The happiness of young people
- The health of young people
- The focus of our work on those young people facing the greatest disadvantage

Whilst the lasting, ongoing impact of the coronavirus pandemic on young people and wider society remains uncertain, we anticipate a further, rapid evolution in how we deliver our mission to occur as a result of this game changer for society. In the coming year, we will continue to focus on the six objectives of our current strategy, as we begin to plan and prepare our new strategy from 2022. We will specifically focus on progress against agreed ambitious targets within each objective:

- Transforming Physical Education’s (PE) place in the curriculum, putting PE at the centre of wellbeing and achievement in education.
 - o 6,000 members of the Well School Movement
 - o 4,000 schools having re-purposed their PE curriculum
- Removing Barriers to Sport by harnessing global best practice, to ensure youth sport in the UK is inclusive, accessible and fun.
 - o 10,000 schools having reframed competition
 - o 200,000 young people from underrepresented groups directly supported

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

- Unlocking sport's potential at every stage of a child's life, especially where they face inequality or disadvantage.
 - o Establishing 'a sport for development' blueprint for education settings
 - o Ensuring that 30% of young people taking part in our programmes are from the most disadvantaged communities (schools in IMD deciles 1 and 2), increasing their happiness, sense of purpose, self-worth and positive future
- Empowering young people through sport to become local activists, tackling the issues of their generation.
 - o Developing and supporting the National Youth Sport Forum we created in 2020
 - o Delivering youth social action projects in 25 communities
- Championing the impact of physical activity, Physical Education and sport through research and insight.
 - o Establish a school sport research hub
 - o Provide research, evidence and insight to feed into 20 public consultations
- Strengthening our foundations to ensure we can sustain our mission. We will deliver our charitable objectives through good governance, a skilled workforce and sustainable income.
 - o Improve our employee engagement score in the Best Companies Times 100 index
 - o Increase public awareness of our mission by 3% to increase engagement with our cause

Performance indicators

We apply a Monitoring and Evaluation (M&E) Framework, which aims to bring about greater consistency in the way we collect evidence of our impact. The framework is used to guide all aspects of our work, including design, delivery and evaluation.

Our suite of outcome indicators is set out below.

Young people outcomes

- Increased wellbeing skills and achievement: communication, teamwork, leadership, confidence, resilience, empathy, self-belief, relationships with friends / family and progress at school
- Increased participation in physical activity
- Increased participation in volunteering
- Increased happiness
- Increased physical literacy: enjoyment, confidence, understanding, knowledge
- General self-efficacy questions: standardised measure of resilience and self-belief
- Percentage of young people involved in our programmes who come from disadvantaged communities.

Adult Impact

- Increased confidence, competence and motivation in their role
- Improvements to delivery

Whole School Impact

- Improved attainment, attendance and behaviour

Investment powers and policy

Under our Articles of Association, the charity has the power to invest in any way the trustees wish.

Youth Sport Trust

REPORT OF THE TRUSTEES (continued)

The trustees, having regard to the liquidity of the organisation and its reserves policy, have operated a policy of keeping funds available in interest bearing deposit accounts, incorporating long-term and short-term deposit facilities across two banking institutions.

The invested funds held by the parent charity on deposit achieved a 12-month average return of 0.4% against the average base rate for the year to March 2021 of 0.1%.

Reserves policy

At the Board meeting held on 30th June 2020, the Board reviewed the Business Continuity plans of YST and agreed to hold the minimum unrestricted reserves of £2.3m, which is the current estimated cost of an orderly wind down of the charity. In addition to redundancy and notice period costs, the £2.3m covers the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements. The unrestricted Group reserves (excluding designated funds) at 31 March 2021 were £5.5m (2020 £4.4m) which is in excess of the minimum reserves policy set by the trustees.

AUDITOR

RSM UK Audit LLP has indicated its willingness to continue in office subject to retender.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees Report and Strategic Report were approved on behalf of the board.



Mr Richard Davidson
Chair

10/09/2021

Youth Sport Trust

TRUSTEES RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The trustees (who are also directors of YST for the purposes of company law) are responsible for preparing the Trustees' Report and the incorporated Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements the trustees are required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Opinion

We have audited the financial statements of Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated and Charity Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF YOUTH SPORT TRUST (CONTINUED)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF YOUTH SPORT TRUST (CONTINUED)

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to safeguarding regulations and General Data Protection regulations (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

GARETH JONES (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Grove Park
Rivermead House
7 Lewis Court
Leicester
LE19 1SD

Date 06/12/2021

Youth Sport Trust

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) for the year ended 31 March 2021

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2021 £	Total 2020 £
INCOME FROM:						
Donations and legacies	2	209,899	-	268,962	478,861	169,633
Charitable activities	3	752,534	-	7,377,184	8,129,718	10,164,582
Other charity trading activities	4	714,870	-	-	714,870	884,385
Investments	5	34,358	-	-	34,358	51,829
Other trading activities	6	152,508	-	-	152,508	307,633
TOTAL		1,864,169	-	7,646,146	9,510,315	11,578,062
EXPENDITURE ON:						
Raising funds		200	-	240,051	240,251	339,373
Charitable activities	7	1,039,192	167,712	6,277,465	7,484,369	10,628,944
Other trading activities	6	100,054	-	-	100,054	245,447
TOTAL	8	1,139,446	167,712	6,517,516	7,824,674	11,213,764
NET INCOME/(EXPENDITURE)		724,723	(167,712)	1,128,630	1,685,641	364,298
Transfers between funds	15	330,858	(330,858)	-	-	-
Net movement in funds		1,055,581	(498,570)	1,128,630	1,685,641	364,298
Fund balances at 1 April 2020		4,405,018	1,258,453	2,708,069	8,371,540	8,007,242
Fund balances at 31 March 2021		5,460,599	759,883	3,836,699	10,057,181	8,371,540

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Youth Sport Trust

BALANCE SHEETS

31 March 2021

Company Registration No. 4180163

	Notes	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
FIXED ASSETS					
Tangible assets	11a	70,583	74,830	70,583	74,830
Intangible assets	11b	-	-	-	-
		<u>70,583</u>	<u>74,830</u>	<u>70,583</u>	<u>74,830</u>
CURRENT ASSETS					
Stock		5,934	12,392	-	-
Debtors	12	376,227	1,202,429	403,020	1,193,659
Short term deposits		9,753,904	7,420,089	9,753,904	7,420,089
Cash at bank and in hand		809,632	849,764	541,003	544,845
		<u>10,945,697</u>	<u>9,484,674</u>	<u>10,697,927</u>	<u>9,158,593</u>
CREDITORS: Amounts falling due within one year	13	<u>(959,099)</u>	<u>(1,187,964)</u>	<u>(929,728)</u>	<u>(1,090,175)</u>
NET CURRENT ASSETS		<u>9,986,598</u>	<u>8,296,710</u>	<u>9,768,199</u>	<u>8,068,418</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>10,057,181</u>	<u>8,371,540</u>	<u>9,838,782</u>	<u>8,143,248</u>
INCOME FUNDS					
Restricted funds	14	3,836,699	2,708,069	3,836,699	2,708,069
Unrestricted funds		5,460,599	4,405,018	5,242,200	4,176,726
Designated funds	15	759,883	1,258,453	759,883	1,258,453
		<u>10,057,181</u>	<u>8,371,540</u>	<u>9,838,782</u>	<u>8,143,248</u>
TOTAL FUNDS		<u>10,057,181</u>	<u>8,371,540</u>	<u>9,838,782</u>	<u>8,143,248</u>

The parent charity's net movement in funds for the year was incoming funds of £1,695,534 (2020: incoming funds of £313,766).

The financial statements on pages 23 to 45 were approved by the board and authorised for issue on 10/9/2021 and signed on its behalf by:

R.C.N. Davidson

Mr Richard Davidson
Chair

Belinda Richards

Mrs Belinda Richards
Trustee

Youth Sport Trust

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2021

	2021 £	2020 £	
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	<u>2,283,823</u>	<u>285,750</u>	
Cash flows from investing activities:			
Interest from investments	34,358	51,829	
Purchase of property, plant and equipment	(24,498)	(40,171)	
Net cash provided by investing activities	<u>9,860</u>	<u>11,658</u>	
Change in cash and cash equivalents in the reporting period	2,293,683	297,408	
Cash and cash equivalents at the beginning of the reporting period	<u>8,269,853</u>	<u>7,972,445</u>	
Cash and cash equivalents at the end of the reporting period	<u><u>10,563,536</u></u>	<u><u>8,269,853</u></u>	
Reconciliation of net expenditure to net cash flow from operating activities			
Net Income/(expenditure) for the reporting period	1,685,641	364,298	
Adjustments for:			
Depreciation charges and amortisation	28,745	33,184	
Interest from investments	(34,358)	(51,829)	
Decrease/(increase) in debtors	826,202	87,667	
(Decrease)/increase in creditors	(228,865)	(164,239)	
Decrease/(Increase) in stocks	6,458	16,669	
Intangibles transferred on acquisition of subsidiary	-	-	
Net cash provided by/(used in) operating activities	<u>2,283,823</u>	<u>285,750</u>	
Analysis of changes in cash and cash equivalents	2020	Cash flows	2021
	£	£	£
Cash at bank	849,764	(40,132)	809,632
Short term deposits	7,420,089	2,333,815	9,753,904
Total cash and cash equivalents	<u><u>8,269,853</u></u>	<u><u>2,293,683</u></u>	<u><u>10,563,536</u></u>

Youth Sport Trust
CHARITY STATEMENT OF CASH FLOWS
For the year ended 31 March 2021

	2021 £	2020 £	
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	<u>2,320,237</u>	<u>285,808</u>	
Cash flows from investing activities:			
Interest from investments	34,234	51,173	
Purchase of property, plant and equipment	(24,498)	(40,171)	
Net cash provided by investing activities	<u>9,736</u>	<u>11,002</u>	
Change in cash and cash equivalents in the reporting period	2,329,973	296,810	
Cash and cash equivalents at the beginning of the reporting period	<u>7,964,934</u>	<u>7,668,124</u>	
Cash and cash equivalents at the end of the reporting period	<u><u>10,294,907</u></u>	<u><u>7,964,934</u></u>	
Reconciliation of net expenditure to net cash flow from operating activities			
Net income/(expenditure) for the reporting period	1,695,534	313,766	
Adjustments for:			
Depreciation charges	28,745	33,184	
Interest from investments	(34,234)	(51,173)	
Decrease/(increase) in debtors	790,639	176,863	
(Decrease)/increase in creditors	(160,447)	(186,832)	
Net cash provided by/(used in) operating activities	<u>2,320,237</u>	<u>285,808</u>	
Analysis of changes in cash and cash equivalents	2020	Cash flows	2021
	£	£	£
Cash at bank	544,845	(3,842)	541,003
Short term deposits	7,420,089	2,333,815	9,753,904
Total cash and cash equivalents	<u><u>7,964,934</u></u>	<u><u>2,329,973</u></u>	<u><u>10,294,907</u></u>

Youth Sport Trust

ACCOUNTING POLICIES

for the year ended 31 March 2021

GENERAL INFORMATION

YST is a charitable company incorporated in England and does not have share capital.

The address of the charity's registered office is SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF.

BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

YST meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

BASIS OF CONSOLIDATION

The Group accounts consolidate the financial statements of the charity and its trading subsidiary, YSTe (company number 03289889), on a line by line basis. Intra-group transactions are eliminated on consolidation. Surpluses and deficits of organisations entering or leaving the Group are included from the date of acquisition or up to the date of disposal. The Charity has taken exemption from presenting its unconsolidated SOFA under section 408 of Companies Act 2006.

INCOME

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations and sponsorship income - the income received from donations and sponsorship is accounted for once the conditions for receipt have been met and there is probability of receipt. Donated assets are accounted for as soon as they are received and are included in the financial statements at a reasonable estimate of their value. Any income arising from donated assets is accounted for on a receipts' basis.

Government grants and contracts - the income arising from these sources is accounted for when, and to the extent, that the Group has the entitlement to the consideration and receipt of funds is probable.

The recognition of income from government grants and contracts is dependent upon whether:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the Group has unconditional entitlement.

Fund raising event income is accounted for on a receivable basis.

Investment income is recognised on a receivable basis.

DONATED SERVICES AND FACILITIES

Where services are provided to the Group as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the Group.

Youth Sport Trust

ACCOUNTING POLICIES (continued)

for the year ended 31 March 2021

EXPENDITURE

Expenditure is recognised as soon as there is a legal or constructive obligation committing the group to the expenditure.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Raising funds are those costs incurred in attracting income, and those incurred in any trading activities that raise funds.
- Charitable activities include expenditure associated with the provision and organisation of sports facilities in accordance with the objects of the charity and include both the direct costs and support costs relating to these activities.

Included within support costs are amounts for staff costs and governance costs (which include those incurred in the governance of the Group and its assets, and are primarily associated with the constitutional and statutory requirements). This represents the allocation of salary costs for persons employed by the charity who are actively involved in both direct charitable activities in addition to administrative duties. All support costs have been allocated to group cost categories on a basis consistent with the use of resources.

TAXATION

YST is a registered charity and undertakes activities which, under present legislation, are not subject to Corporation Tax.

IRRECOVERABLE VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

DEBTORS

Trade and other debtors, which are receivable within one year, are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

CASH AND BANK BALANCES

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of six months or less from the date of acquisition.

TRADE CREDITORS AND LIABILITIES

Trade creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

FINANCIAL INSTRUMENTS

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible assets with a useful life of more than one year, and which cost in excess of £1,000, are capitalised and included at cost. Depreciation is provided on all tangible assets, so as to write off the cost of each tangible asset on a straight-line basis over its expected useful life as follows:

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Youth Sport Trust

ACCOUNTING POLICIES (continued)

for the year ended 31 March 2021

LEASING AND HIRE PURCHASE COMMITMENTS

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

ACCUMULATED FUNDS

Unrestricted funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity's mission.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Overhead costs are spread across the projects in proportion to total payroll and consultancy costs. The aim and use of each restricted fund are set out in the notes to the financial statements.

Transfers between unrestricted and restricted funds represent the charity's contribution towards the costs incurred in carrying out projects substantially funded by external restricted funding.

GOING CONCERN

During the year, YST has actively engaged with its funders and agreed on online delivery of various projects whilst others have been postponed to the summer term.

As lockdown restrictions (imposed due to the coronavirus pandemic) have been lifted, there is growing concern that new variants of the disease are likely to cause more restrictions to the free movement of people. For this reason, YST has considered three budget scenarios, to ensure plans are in place to protect reserves and the financial wellbeing of the charity.

The three scenarios established by the charity are:

- Best Case – assumes pre-pandemic levels will be reached for income
- Mid Case – Most likely scenario with some recovery from 2020/21 year
- Worst Case – where ongoing disruption impacts delivery of programmes

A monthly process is in place to monitor funding, including a review pipeline and bids, so that any shortfall is promptly identified. The output is reviewed by the executive team.

Based on this, and the available cash reserves, the trustees consider that the group has adequate funds to meet anticipated future objectives and have therefore prepared the financial statements on an ongoing basis.

CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no such critical accounting estimates and assumptions to report.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 COMPARATIVE INFORMATION – STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted 2020 £	Designated 2020 £	Restricted 2020 £	Total Funds 2020 £
INCOME FROM:				
Donations and legacies	169,633	-	-	169,633
Charitable activities	-	-	10,164,582	10,164,582
Other charity trading activities	884,385	-	-	884,385
Investments	51,829	-	-	51,829
Other trading activities	307,633	-	-	307,633
TOTAL	<u>1,413,480</u>	<u>-</u>	<u>10,164,582</u>	<u>11,578,062</u>
EXPENDITURE ON:				
Raising funds	10,255	24,360	304,758	339,373
Charitable activities	1,261,058	139,550	9,228,336	10,628,994
Other trading activities	245,447	-	-	245,447
TOTAL	<u>1,516,760</u>	<u>163,910</u>	<u>9,533,094</u>	<u>11,213,764</u>
NET EXPENDITURE/INCOME	(103,280)	(163,910)	631,488	364,298
Transfers between funds	(36,849)	36,849	-	-
Net movement in funds	(140,129)	(127,061)	631,488	364,298
Funds brought forward	4,545,147	1,385,514	2,076,581	8,007,242
Funds carried forward	<u>4,405,018</u>	<u>1,258,453</u>	<u>2,708,069</u>	<u>8,371,540</u>

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

2	DONATIONS AND LEGACIES	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Total 2020 £
	Donations received from Village Gyms	-	-	-	67,708
	Digital Disadvantage	-	227,400	227,400	-
	John Armitage	70,000	-	70,000	50,000
	Sky	75,175	-	75,175	-
	Other grants and donations	64,724	41,562	106,286	51,925
		<u>209,899</u>	<u>268,962</u>	<u>478,861</u>	<u>169,633</u>
3	CHARITABLE ACTIVITIES	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Total 2020 £
	Ministry of Housing, Communities & Local Government	-	247,079	247,079	-
	Department of Education	-	300,000	300,000	294,534
	Peoples Health Trust	-	173,529	173,529	299,820
	DCMS	-	-	-	162,002
	Sport England	-	3,855,907	3,855,907	5,319,065
	Home Country Sports Councils & Partnerships	-	198,922	198,922	242,477
	Football Association	-	1,688,563	1,688,563	1,781,851
	Spirit of 2012	-	177,547	177,547	488,683
	The British Cycling Federation	-	6,654	6,654	62,535
	Bupa Foundation	-	80,000	80,000	-
	Activity Alliance	-	81,375	81,375	64,333
	Co-op Foundation	-	31,695	31,695	-
	Greater Manchester Health & Social Care Partnership	-	-	-	347,262
	Lawn Tennis Association	-	49,995	49,995	87,150
	Wales FA	-	23,436	23,436	35,152
	NHS West Lancashire	-	-	-	90,000
	Lidl *	-	(80,322)	(80,322)	216,415
	Nike	-	11,902	11,902	189,794
	Futures For Somerset Limited	-	18,550	18,550	62,897
	Suffolk County Council	-	115,324	115,324	-
	YSTI & Sir John Beckwith	-	-	-	99,700
	Wimbledon Foundation	-	149,969	149,969	29,198
	HMRC Coronavirus Job Retention Scheme	752,534	-	752,534	-
	Other charitable activities	-	247,059	247,059	291,714
		<u>752,534</u>	<u>7,377,184</u>	<u>8,129,718</u>	<u>10,164,582</u>

* £80,322 was refunded to Lidl as delivery could not take place due to the coronavirus pandemic.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

4	OTHER CHARITY TRADING ACTIVITIES		2021 £	2020 £
	Conferences/Membership & other		714,870	884,385
5	INVESTMENT INCOME		2021 £	2020 £
	Bank interest – YST		34,234	51,173
	Bank interest – Subsidiary		124	656
			34,358	51,829
6	OTHER TRADING ACTIVITIES		2021 £	2020 £
	Youth Sport Trust Enterprises			
	Income:			
	Net sales from trading activities		152,508	307,633
	Expenditure:			
	Net expenditure on trading activities		100,054	245,447
7	EXPENDITURE			
	Charitable activities:			
		Direct costs	Support costs	Total
	Activity	£	£	2021 £
	Transforming PE	235,739	378,706	614,445
	Removing Barriers	1,735,465	2,787,964	4,523,429
	Unlocking Potential	299,071	480,448	779,519
	Empowering Activism	481,789	773,977	1,255,766
	Strengthening Foundations	118,250	189,965	308,215
	Championing Research & Insight	1,149	1,846	2,995
	Total expenditure	2,871,463	4,612,906	7,484,369

Support costs are allocated to charitable activities in proportion to the direct costs of activities.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

7	EXPENDITURE (continued)	2021	2020
	Support costs consist of:	£	£
	- Salaries and associated on costs	4,271,165	4,519,199
	- Staff recruitment, training and Welfare	27,746	100,434
	- Travel and subsistence	773	254,285
	- Office and IT costs	182,063	215,552
	- Rent, rates & service charge	109,953	125,560
	- Insurance	20,052	18,372
	- Depreciation	28,745	33,184
	- Governance costs	96,909	106,904
	- Costs attributable to the trading subsidiary	(124,500)	(229,319)
		<u>4,612,906</u>	<u>5,144,171</u>
8	TOTAL EXPENDITURE	2021	2020
	Total expenditure includes:	£	£
	Auditor's remuneration:		
	- Audit	32,235	28,447
	- Other	2,474	2,293
	Operating lease rentals – land and buildings	39,835	39,835
	Operating lease rentals – other	3,123	3,783
	Depreciation – owned assets	28,745	33,184
		<u>106,410</u>	<u>108,329</u>

9 TRUSTEES AND KEY MANAGEMENT PERSONNEL

None of the trustees (or any persons connected with them) received any remuneration during either year. No payments (2020: £800) for the reimbursement of expenses were made to trustees (2020: three trustees) as none had been incurred.

The charity has trustee indemnity insurance in place at a cost of £3,310 (2020: £3,208).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the group was £608,636 (2020: £575,999).

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

10	EMPLOYEES	2021 No	2020 No
	The average monthly number of employees during the year was:		
	Programme delivery:		
	Direct delivery	63	69
	Programme support	15	16
	Management and administration	34	34
		112	119
		112	119
	 The average number of full-time equivalent employees during the year was:	2021 No	2020 No
	Programme delivery:		
	Direct delivery	60	66
	Programme support	15	16
	Management and administration	30	30
		105	112
		105	112
	 EMPLOYMENT COSTS	2021 £	2020 £
	Wages and salaries	3,852,459	3,978,112
	Social security costs	357,383	386,456
	Other pension costs	175,032	185,113
	Apprenticeship levy	18,271	19,561
		4,403,145	4,569,242
	Redundancy costs	7,653	-
		4,410,798	4,569,242
		4,410,798	4,569,242

Pensions costs are allocated to activities in proportion to employee time spent.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

10 EMPLOYEES (continued)	2021	2020
	No	No
The number of employees whose annual emoluments were £60,001 or more were:		
£60,001 - £70,000	5	3
£70,001 - £80,000	-	1
£80,001 - £90,000	1	1
£120,001 - £130,000	1	1
	<u> </u>	<u> </u>

The employer pension contributions in respect of the above employees were £24,866 (2020: £22,555).

Volunteers

Alongside our Trustees and Patrons, in 2020/21 the YST benefited from volunteers in the following ways:

Young Event Hosts

This programme is an opportunity for young people (aged 13+) with an interest or passion for public speaking. This can be either on stage or in front of camera, but all participants are passionate about the role that PE, sport and physical activity can play in developing young people.

19 young people were part of the Young Event Hosts programme over the financial year 2020/21, however the opportunities have been very limited due to the coronavirus pandemic and the cancellation of events and alteration of event formats.

3 young people were involved in the virtual School Games National Summit in November 2020, by hosting the national awards celebration. As part of this they received virtual presentation training and coaching from YST staff.

Team Leaders 2020/21

Over the financial year 2020/21, our team of 13 Team Leaders have had limited opportunities due to the coronavirus pandemic, as our large events were unfortunately cancelled. Team leaders have still supported the charity in several other ways and received both twilight and weekend training opportunities.

During the pandemic, YST implemented social media campaigns to support young people to be active at home. Seven Team Leaders supported this project by creating video challenges for social media and the TopYa app.

Two Team Leaders delivered at the School Games Summit, to share their journeys in virtual leadership to the School Games Organiser Network.

Three Team Leaders have supported the Girls Active Coaches Virtual Event Project Planning Group, to provide insight in to how to shape the event to best suit the young people attending in June 2021.

Team Leaders also formed a focus group to gain young people's perspectives on future leadership opportunities, which later informed the YST's Youth Leadership Opportunities: Beyond COVID-19, August 2020 Research Report.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

YST Youth Board members

Our Youth Board aims to give a voice to young people from every corner of society. It has three main areas of responsibility:

- Advisory - advise on the direction of YST's work and how best to engage with young people
- Development – establish a youth-led fundraising strategy, generating income for the Youth Board to direct
- Communications – showcase the work of the YST through social media and represent us in the media.

The Youth Board have continued to have monthly meetings virtually. These regular meetings have helped keep abreast of the effects of the coronavirus pandemic on young people across the UK. Furthermore, the group has been active on social media in the following areas:

- #YST25 anniversary celebration/challenge
- #stayhomestayactive campaign
- National School Sport Week at Home
- #PowerofYouth @10DowningStreet a question
- Sport and Social injustice
- #BlackHistoryMonth (October 2020)
LGBTi History Month

During the year, through further recruitment, the board now has 15 members.

11a TANGIBLE FIXED ASSETS – Group and Charity

	<i>Computer equipment</i> £	<i>Fixtures, fittings and equipment</i> £	<i>Total</i> £
Cost			
At 1 April 2020	397,317	243,199	640,516
Additions	24,498	-	24,498
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2021	421,815	243,199	665,014
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Depreciation			
At 1 April 2020	352,918	212,768	565,686
Charged in the year	22,066	6,679	28,745
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2021	374,984	219,447	594,431
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value			
At 31 March 2021	46,831	23,752	70,583
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2020	44,399	30,431	74,830
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

11b INTANGIBLE FIXED ASSETS – Group

	<i>Website</i> £
Cost	
At 1 April 2020	38,286
Additions	-
Disposals	(38,286)
	<hr/>
At 31 March 2021	-
	<hr/> <hr/>
Amortisation	
At 1 April 2020	38,286
Charged in the year	-
Disposals	(38,286)
	<hr/>
At 31 March 2021	-
	<hr/> <hr/>
Net book value	
At 31 March 2021	-
	<hr/> <hr/>
At 31 March 2020	-
	<hr/> <hr/>

All intangible fixed assets relate to the trading subsidiary, YSTe.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

12	DEBTORS	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
	Trade debtors	211,965	1,071,181	202,924	1,055,746
	Prepayments and accrued income	163,814	131,011	162,614	131,011
	VAT repayment	448	237	-	-
	Amounts owed by group undertakings	-	-	37,482	6,902
		<u>376,227</u>	<u>1,202,429</u>	<u>403,020</u>	<u>1,193,659</u>
13	CREDITORS: amounts falling due within one year	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
	Trade creditors	375,139	563,822	356,008	524,063
	Accruals	321,031	508,841	275,781	420,579
	Other tax and social security	262,929	115,301	262,929	115,301
	Amounts owed to group undertakings	-	-	35,010	30,232
		<u>959,099</u>	<u>1,187,964</u>	<u>929,728</u>	<u>1,090,175</u>

All financial instruments are measured at amortised cost

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

14 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpected balances of donations and grants held on trust for specific purposes:

	Movement in Funds			Balance 31 March 2021 £
	Balance 1 April 2020 £	Income £	Expenditure £	
Charitable Activities				
School Games	268,676	2,018,777	(1,952,265)	335,188
FA Active Play/ Girls Football Partnership	1,050,970	1,686,563	(1,192,091)	1,545,442
School Sport/ Education & Delivery	201,828	1,608,051	(1,354,754)	455,125
Inclusion 2020	2,188	300,000	(295,070)	7,118
Unified Action	-	247,079	(247,079)	-
Digital Disadvantage	-	227,400	(97,895)	129,505
Teacher Training	116,551	200,000	(128,030)	188,521
Sport & Leisure Recovery Package	-	198,922	(128,061)	70,861
Connecting Communities Through Cricket – Breaking Boundaries	1,998	177,547	(170,119)	9,426
Connecting Communities to Local People	49,222	173,529	(222,751)	-
Set For Success	24,991	149,969	(58,034)	116,926
Suffolk Holiday	-	101,009	(101,009)	-
Integrated Communities	48,981	29,079	-	78,060
Fundamental Movement Skills	98,735	11,902	(67,904)	42,733
Go Ride Go/ Ready Set Ride	14,580	6,654	(17,044)	4,190
Mentally Healthy Schools	143,788	-	(99,369)	44,419
Serious Support	58,617	-	(915)	57,702
Active Healthy Minds	50,195	-	(30,555)	19,640
Empowering Girls	26,338	-	(13,342)	12,996
This Girl Can	6,362	-	(4,862)	1,500
Other individual programmes < £100k Income	544,049	509,665	(336,367)	717,347
Grand Total	2,708,069	7,646,146	(6,517,516)	3,836,699

Charitable Activities

SCHOOL GAMES (SPORT ENGLAND)

There are more than 21,000 primary, secondary and special schools registered and active in the School Games programme. Support has continued for the School Games Organiser network through the delivery of a virtual National School Games Organiser Summit, as well as heightened focus on CPD and localised coaching support, in light of social distancing restrictions. Alongside School Games Organisers, the YST has been working with Local Alliances and National Governing Bodies, providing support and networking opportunities.

Developmentally, work has continued around #reframing-competition. In 2020/21 a significant focus was placed on the development of virtual opportunities.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

ACTIVE PLAY/ THE FA GIRLS' FOOTBALL SCHOOL PARTNERSHIPS – SUPPORTED BY BARCLAYS (FA)

The YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024. This is through creating and supporting a network of 152 FA Girls' Football School Partnerships – supported by Barclays, working as families of schools to provide more opportunities for girls to participate, lead and compete in football, and learn through football in curriculum time, as part of a broad and balanced curriculum offer. In addition to supporting the network, programme delivery of primary and secondary programmes, designed to help to create the change in schools, are available to schools who are part of The FA Girls' Football School Partnerships – supported by Barclays, as well as a digital offer, which is accessible by all schools in England, available at www.girlsfootballinschools.org.

SCHOOL SPORTS/ EDUCATION AND DELIVERY (SPORT ENGLAND)

The delivery is focused around addressing four key issues – gender gap in participation, lack of diversity in leadership and volunteering, young people facing mental health challenges and activity levels of those from LSEG communities. This year saw the pivoting of delivery and resulted in the opening up of digital resources to more schools not involved in direct delivery.

INCLUSION 2020 (DfE)

The main outcomes for Inclusion 2020 are to both increase and improve opportunities for young people with SEND in engaging with PE, School Sport and Physical Activity. This requires examining and improving provision and training through high quality resources and increasing the quantity and quality of training for practitioners.

UNIFIED ACTION

Unified Action is a national community leadership programme and is designed to help ensure that all young people, especially those from diverse ethnic communities, are given the chance to get their voice heard and directly influence positive change in and beyond their communities.

DIGITAL DISADVANTAGE

The purpose of this project is to support young people affected by digital disadvantage through provision of iPads to drive educational outcomes and physical activity habits.

TEACHER TRAINING (SPORT ENGLAND)

This project involves a consortium of five partners, working with schools to plan and implement projects which aim to develop and redefine Physical Education. Each project involves working with a group of secondary schools, which is led by a project lead, and supported by a senior leader from one of the schools.

SPORT & LEISURE RECOVERY PACKAGE

During the 2021/22 delivery year, YST intend to continue to build on our longstanding partnership with Sport Wales, which has focused on empowering young people to lead and take action themselves, as well as continue to evolve and increase the engagement and impact within Education through Schools and School Leaders. In light of the coronavirus pandemic and the ongoing implications to societal norms, our dialogue is focused on supporting the recovery of school and youth sport for both leadership and participation opportunities. We will be empowering young people and developing their leadership skills through the delivery of targeted youth leaderships events: the Girls Active – Watch Her Go programme, Active in Mind and the Young Ambassador programme. The creation of Headteacher Ambassadors and PE CatalYSTs in Wales will support our ambition of educating educators and creating stronger connections with the education system in Wales.

CONNECTING COMMUNITIES THROUGH CRICKET – BREAKING BOUNDARIES (SPIRIT 2012)

Breaking Boundaries aims to socially connect young people, their families, and communities together, through regular cricket engagement, fostering mutual respect and friendships by playing, spectating and volunteering.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

CONNECTING COMMUNITIES TO LOCAL PEOPLE (PUBLIC HEALTH TRUST)

This People's Health Trust programme places schools at the heart of their communities and young people at the heart of addressing the issues in a local community. Young leaders plan and execute social action projects which are locally determined.

Through the YSTs network of Lead Inclusion Schools in England, each selected for their established expertise in engaging young disabled people, schools can improve the quality, and accessibility of inclusive sport for disabled pupils.

SET FOR SUCCESS

This programme will be a two-year intervention across the 2020/21 – 2021/22 academic years.

The project will run in four local authority areas in the first instance, in Nottingham, Portsmouth, Knowsley and Cardiff. Identified due to the percentage of young people leaving school who are not in education or training (NEET).

The programme will aim to provide young people with the inspiration, confidence, and skills to support them into further education or employment. In addition, connecting the school with the local community, where there may be potential employment or education opportunities.

SUFFOLK HOLIDAY

Over the summer holidays (2020) in households across Suffolk, the Holiday Activities Programme aimed to provide access to good physical activity for vulnerable children and support the activity levels and emotional wellbeing of vulnerable children and their families. This was delivered via equipment, resource packs and activity videos from YST, with support provided by key workers who were working and engaging with the families.

The programme aimed to encourage children and young people to engage in physical activity, connect with others, try new things, and develop self-awareness, and was designed to support the health & wellbeing of participants and their families.

INTEGRATED COMMUNITIES (SPORT ENGLAND)

This pilot project aims encourage social integration using the power of sport and the Commonwealth Games 2022 as a catalyst to encourage social integration among young people across Birmingham. This project paused in 2020/21 but will restart back in 2021.

FUNDAMENTAL MOVEMENT SKILLS (NIKE)

The objective is to create a play-kit for coaches to provide fun and progressively challenging activities for children aged 8-12 years and ensure that children develop a full range of movement skills, in terms of their stability, locomotion and object control. It helps coaches create an activity for children and assess their movement in a simple way that engages children along the way. Coaches can use the play-kit in any sport programme. Phase one, was the creation of the tool kit - 14 activities, assessment criteria and QR codes. The second phase of development is creating a digital experience and learning community for coaches using the tool kit.

GO RIDE GO/READY SET RIDE (BRITISH CYCLING)

A fun and flexible learn to ride programme to help children stay active in the classroom, playground and at home. Ready Set Ride is a simple, learn to ride programme for children aged 18 months to eight years, created by British Cycling together with the YST.

MENTALLY HEALTHY SCHOOLS (NHS GREATER MANCHESTER)

This programme aims to support schools in creating a mentally healthy ethos and connecting the physical with the social and emotional. The programme covers workforce development, strategic planning, mobilising young people, targeted sport interventions and one-to-one mentoring support.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

SERIOUS SUPPORT (LIDL)

Supported by Lidl, in partnership with the LGFA, this programme looks to increase the number of girls playing sport and Gaelic football, to improve girls' physical, social and mental wellbeing and to support schools, families and young people in understanding the value of sport, which in turn looks to address the drop-off rate in sport participation amongst girls aged 11-14 years.

ACTIVE AND HEALTHY MINDS (NHS WEST LANCASHIRE)

This project aims to improve wellbeing through physical education and sport, using programmes such as Active in Mind, Young Mental Health Champions, My Personal Best and Raising Aspirations.

EMPOWERING GIRLS (DCMS)

The Empowering Girls programme aims to improve the life chances of vulnerable girls by developing greater body confidence and self-esteem, improving emotional resilience leading to better mental health and wellbeing, raising their aspirations for achievement, improving confidence and empowerment around relationships and sexual health.

THIS GIRL CAN (SPORT ENGLAND)

The This Girl Can campaign recognises that friends are the greatest influencers on adolescent girls and that positive encouragement and support from their peers is the most effective way to get girls active at school and at home.

15 DESIGNATED FUNDS

The income funds of the Group and charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2020	Utilised/ realised	Transfer	Balance at 31 March 2021
	£	£	£	£
Operational Priorities	58,210	(33,419)	144,190	168,981
Investment Plan	1,200,243	(134,293)	(475,048)	590,902
	<u>1,258,453</u>	<u>(167,712)</u>	<u>(330,858)</u>	<u>759,883</u>

OPERATIONAL PRIORITIES

These funds have been spent on innovation, programme research and development, completion of work on the website, intranet development and induction of new headteachers. Further funds have been set aside to continue this work until completion.

INVESTMENT PLAN

In recent years the charity's funding has been reducing due to cuts in government funding and reducing income from other income streams. In order to overcome this, YST has embarked on an investment plan to help the charity sustain and develop new funding streams so that it continues to deliver on its mission going forward.

The designated funds were used to strengthen resources in various areas of the charity (including fundraising, insight translation, innovation and commercial). In addition to this, funds have been used to invest in brand awareness, which allowed us to inform our funders (existing and new) of the nature and impact of the work the charity does.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

16	ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)	Unrestricted/ Designated Funds £	Restricted funds £	Total £
	Fund balances at 31 March 2021 are represented by:			
	Tangible fixed assets	70,583	-	70,583
	Current assets	7,108,998	3,836,699	10,945,697
	Creditors: amounts falling due within one year	(959,099)	-	(959,099)
		<u>6,220,482</u>	<u>3,836,699</u>	<u>10,057,181</u>
	ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)	Unrestricted/ Designated Funds £	Restricted funds £	Total £
	Fund balances at 31 March 2020 are represented by:			
	Tangible fixed assets	74,830	-	74,830
	Current assets	6,776,605	2,708,069	9,484,674
	Creditors: amounts falling due within one year	(1,187,964)	-	(1,187,964)
		<u>5,663,471</u>	<u>2,708,069</u>	<u>8,371,540</u>
	ANALYSIS OF NET ASSETS BETWEEN FUNDS (CHARITY)	Unrestricted/ Designated Funds £	Restricted funds £	Total £
	Fund balances at 31 March 2021 are represented by:			
	Tangible fixed assets	70,583	-	70,583
	Current assets	6,861,228	3,836,699	10,697,927
	Creditors: amounts falling due within one year	(929,728)	-	(929,728)
		<u>6,002,083</u>	<u>3,836,699</u>	<u>9,838,782</u>
	ANALYSIS OF NET ASSETS BETWEEN FUNDS (CHARITY)	Unrestricted/ Designated Funds £	Restricted funds £	Total £
	Fund balances at 31 March 2020 are represented by:			
	Tangible fixed assets	74,830	-	74,830
	Current assets	6,450,524	2,708,069	9,158,593
	Creditors: amounts falling due within one year	(1,090,175)	-	(1,090,175)
		<u>5,435,179</u>	<u>2,708,069</u>	<u>8,143,248</u>

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

17 COMMITMENTS UNDER OPERATING LEASES

The total future minimum lease payments under non-cancellable operating leases are as follows:

Group and charity	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Amounts due:				
Within one year	33,759	33,759	-	2,404
Between two and five years	135,034	135,034	-	-
In over five years	565,455	599,213	-	-
	<u>734,248</u>	<u>768,006</u>	<u>-</u>	<u>2,404</u>

18 RELATED PARTY TRANSACTIONS

Two of the three members of the company (Sir J L Beckwith and Viscount Mackintosh of Halifax) are the trustees of Youth Sport Trust International (YSTi), an unincorporated charity.

	YSTi		YSTE	
	2021	2020	2021	2020
	£	£	£	£
Sale of goods in year	17,126	21,159	125,020	253,753
Grants and donations received from related parties	-	49,850	-	-
Purchase of goods in year	7,266	7,351	262,956	380,147
Amounts due from related parties	18,719	28,960	37,482	6,902
Amounts due to related parties	5,766	-	35,010	30,232
	<u>41,877</u>	<u>77,460</u>	<u>400,468</u>	<u>671,034</u>

During the year, fees totalling £3,083 (2020: £13,178) have been charged by Winckworth Sherwood LLP in relation to legal services. One of the partners of Winckworth Sherwood LLP is the spouse of B Richards, a trustee.

During the year, fees totalling £3,550 (2020: nil) have been paid to TMG Holdings and Training Ltd in relation to training services provided. A director of TMG Holdings and Training Ltd, Keith Daniell, is also a director of YSTe.

The charity received a donation of £15,000 from a political party called the "The Independent Group (TIG) ltd" after the company was liquidated. YST Chairman Richard Davidson was the treasurer for this company. The board of YST have approved the donation.

None of the above transactions or balances with related parties are secured.

19 SUBSIDIARY UNDERTAKINGS

The charitable company owns the entire issued share capital of YSTe, a company incorporated in England and Wales (registered number 03289889). YSTe's registered address is the same as the parent charity, as shown on page 1.

Youth Sport Trust

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31 March 2021

19 SUBSIDIARY UNDERTAKINGS (continued)

The principal activities of YSTe include the design and development of innovative resources and digital based applications. They market and sell specialist sports equipment, resources and other products (via an online store) that are sourced from suppliers in the UK and overseas. YSTe also develop and administer the 'Business' partnership scheme. YSTe activities underpin the work of YST.

The result for the year ended 31 March 2021 was a profit of £52,578 (2020: £62,842 profit). At 31 March 2021 YSTe had assets of £320,262 (2020: £363,215), liabilities of £101,863 (2020: £134,923) and shareholders funds of £218,399 (2020: £228,292).

