

# **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

# CONTENTS

**Reports**

Reference and administrative information	1
Trustees' annual report	3
Statement of trustees' responsibilities	21
Independent auditor's report	22

**Financial statements**

Consolidated statement of financial activities	26
Balance sheets	27
Consolidated statement of cash flows	28
Principal accounting policies	29
Notes to the financial statements	33

<b>President</b>	Sir John Beckwith CBE
<b>Trustees</b>	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)
<b>Company Secretary</b>	Peter Ellis
<b>Chief Executive</b>	Alison Oliver
<b>Registered address</b>	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
<b>Company registration number</b>	4180163
<b>Charity registration number</b>	1086915
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL
<b>Bankers</b>	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  
5<sup>th</sup> Floor, Blackfriars House  
The Parsonage  
Manchester  
M3 2JA



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 – 5<sup>th</sup>; Best East Midlands Companies to work for – 11<sup>th</sup>; and Best Mid-Sized Companies to work for nationally – 19<sup>th</sup>.

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](http://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, sportscotland 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 26<sup>th</sup> 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: 6<sup>th</sup> 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.

A handwritten signature in black ink that reads "Buzzacott LLP". The signature is written in a cursive, flowing style.

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

		Unrestricted funds				
	Notes	General funds £	Designated funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>Income from:</b>						
Donations and capital grants	2	282,548	—	—	<b>282,548</b>	322,991
Charitable activities	3	10,886	—	9,017,128	<b>9,028,014</b>	10,662,235
Other charity trading activities	4	517,119	—	—	<b>517,119</b>	718,880
Investments	5	156,833	—	—	<b>156,833</b>	26,948
Other trading activities	6	345,898	—	—	<b>345,898</b>	254,009
<b>Total</b>		<b>1,313,284</b>	<b>—</b>	<b>9,017,128</b>	<b>10,330,412</b>	<b>11,985,063</b>
<b>Expenditure on:</b>						
Raising funds		27,736	117,654	244,997	<b>390,387</b>	193,484
Charitable activities	7	928,373	104,110	9,795,233	<b>10,827,716</b>	10,544,481
Other trading activities	6	227,174	—	—	<b>227,174</b>	178,899
<b>Total</b>	8	<b>1,183,283</b>	<b>221,764</b>	<b>10,040,230</b>	<b>11,445,277</b>	<b>10,916,864</b>
<b>Net income (expenditure)</b>						
		130,001	(221,764)	(1,023,102)	<b>(1,114,865)</b>	1,068,199
Transfers between funds	15	152,485	(152,485)	—	—	—
<b>Net movement in funds</b>						
		282,486	(374,249)	(1,023,102)	<b>(1,114,865)</b>	1,068,199
<b>Reconciliation of funds</b>						
Fund balances at 1 April 2022		5,174,512	1,681,538	4,269,330	<b>11,125,380</b>	10,057,181
<b>Fund balances at 31 March 2023</b>		<b>5,456,998</b>	<b>1,307,289</b>	<b>3,246,228</b>	<b>10,010,515</b>	<b>11,125,380</b>

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 £
<b>Fixed assets</b>					
Tangible assets	11	96,854	89,089	96,854	89,089
Investment in Subsidiary	18	—	—	1	1
		<b>96,854</b>	<b>89,089</b>	<b>96,855</b>	<b>89,090</b>
<b>Current assets</b>					
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
		<b>11,612,999</b>	<b>12,134,511</b>	<b>11,168,328</b>	<b>11,873,482</b>
<b>Liabilities</b>					
Creditors: amounts falling due within one year	13	(1,699,338)	(1,098,220)	(1,540,988)	(1,078,453)
<b>Net current assets</b>		<b>9,913,661</b>	<b>11,036,291</b>	<b>9,627,340</b>	<b>10,795,029</b>
<b>Total assets less current liabilities</b>		<b>10,010,515</b>	<b>11,125,380</b>	<b>9,724,195</b>	<b>10,884,119</b>
<b>Income funds</b>					
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
<b>Total funds</b>		<b>10,010,515</b>	<b>11,125,380</b>	<b>9,724,195</b>	<b>10,884,119</b>

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 6<sup>th</sup> 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 £
<b>Cash flows from operating activities</b>			
Net cash (used in) providing operating activities	A	(490,341)	181,990
<b>Cash flows from investing activities</b>			
Interest from investments		156,833	26,948
Purchase of property, plant and equipment		(59,996)	(52,950)
Proceeds from sale of fixed assets		242	—
<b>Net cash provided by (used in) investing activities</b>		<b>97,079</b>	<b>(26,002)</b>
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
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>10,326,262</b>	<b>10,719,524</b>

## 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
<b>Adjusted for:</b>		
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)
<b>Net cash provided by operating activities</b>	<b>(490,341)</b>	<b>181,990</b>

## 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
<b>Total cash and cash equivalents</b>	<b>10,719,524</b>	<b>(393,262)</b>	<b>10,326,262</b>

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 £
<b>Income from:</b>					
<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
<b>Total</b>		<b>1,364,111</b>	<b>—</b>	<b>10,620,952</b>	<b>11,985,063</b>
<b>Expenditure on:</b>					
<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
<b>Total</b>	8	<b>611,744</b>	<b>116,799</b>	<b>10,188,321</b>	<b>10,916,864</b>
<b>Net income (expenditure)</b>		<b>752,367</b>	<b>(116,799)</b>	<b>432,631</b>	<b>1,068,199</b>
<i>Transfers between funds</i>	15	(1,038,454)	1,038,454	—	—
<b>Net movement in funds</b>		<b>(286,087)</b>	<b>921,655</b>	<b>432,631</b>	<b>1,068,199</b>
<b>Reconciliation of funds</b>					
<i>Fund balances at 1 April 2021</i>		<b>5,460,599</b>	<b>759,883</b>	<b>3,836,699</b>	<b>10,057,181</b>
<b>Fund balances at 31 March 2022</b>		<b>5,174,512</b>	<b>1,681,538</b>	<b>4,269,330</b>	<b>11,125,380</b>

## 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
	<b>282,548</b>	<b>—</b>	<b>282,548</b>	<b>322,991</b>

**3 Charitable activities**

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Department for Education	—	297,036	<b>297,036</b>	296,458
Sport England	—	5,871,275	<b>5,871,275</b>	6,521,273
Sport Wales	—	152,500	<b>152,500</b>	238,000
sportscotland	—	135,916	<b>135,916</b>	27,131
The Football Association	—	1,468,864	<b>1,468,864</b>	1,719,508
The Football Association of Wales	—	72,522	<b>72,522</b>	42,514
Lawn Tennis Association	—	28,116	<b>28,116</b>	50,000
Major League Baseball Europe Ltd	—	82,475	<b>82,475</b>	82,514
Spirit of 2012	—	207,649	<b>207,649</b>	280,950
Wimbledon Foundation	—	165,768	<b>165,768</b>	254,570
Esmée Fairbairn Foundation	—	66,000	<b>66,000</b>	—
Chance to Shine Foundation	—	11,021	<b>11,021</b>	76,269
Commonwealth Sport Foundation - Birmingham Organising Committee for 2022*	—	(22,863)	<b>(22,863)</b>	75,000
Bupa Foundation	—	—	—	80,000
Sweaty Betty Foundation	—	—	—	86,305
Co-op Foundation	—	—	—	31,695
Sir John Beckwith Charitable Trust	—	5,434	<b>5,434</b>	26,850
Somerset County Council	—	12,029	<b>12,029</b>	16,840
Dorset County Council	—	—	—	100,000
Haringey Council	—	—	—	48,999
Active Partnerships	—	63,347	<b>63,347</b>	—
Active Cornwall	—	9,060	<b>9,060</b>	86,178
Birmingham Education Partnership	—	16,327	<b>16,327</b>	52,351
Lidl	—	128,285	<b>128,285</b>	75,000
Nike	—	19,569	<b>19,569</b>	18,702
Sky UK Limited	—	—	—	36,200
CSM Sport & Entertainment LLP	—	—	—	61,737
Loughborough University	—	90,500	<b>90,500</b>	—
HMRC Kickstart Scheme	10,886	—	<b>10,886</b>	2,250
HMRC Coronavirus Job Retention Scheme	—	—	—	39,033
Other charitable activities	—	136,298	<b>136,298</b>	235,908
	<b>10,886</b>	<b>9,017,128</b>	<b>9,028,014</b>	<b>10,662,235</b>

\*£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	—	<b>517,119</b>	718,880



**5 Investment income**

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Bank interest – YST	155,610	—	<b>155,610</b>	26,922
Bank interest – Subsidiary	1,223	—	<b>1,223</b>	26
	<b>156,833</b>	<b>—</b>	<b>156,833</b>	<b>26,948</b>

**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	—	<b>345,898</b>	254,009
Expenditure:				
Net expenditure on trading activities	227,174	—	<b>227,174</b>	178,899

**7 Expenditure**

Charitable activities:

	Direct costs £	Direct Salary costs £	Support costs £	2023 Total funds £	2022 Total funds £
<b>Activity</b>					
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	<b>3,377,174</b>	—
Young People	1,361,942	1,097,085	642,781	<b>3,101,808</b>	—
Organisations	2,391,296	738,288	432,563	<b>3,562,147</b>	—
Influencers in public life	187,552	8,300	4,863	<b>200,715</b>	—
Families	35,355	5,112	2,995	<b>43,462</b>	—
Ourselves	108,240	273,769	160,401	<b>542,410</b>	—
	<b>5,669,169</b>	<b>3,252,758</b>	<b>1,905,789</b>	<b>10,827,716</b>	<b>10,544,481</b>

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	(132,800)	(158,300)
	<b>1,905,789</b>	<b>1,535,693</b>

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
	<b>103</b>	<b>104</b>

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
	<b>97</b>	<b>97</b>

	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
	<b>4,416,747</b>	<b>4,219,525</b>
Redundancy costs	—	13,538
	<b>4,416,747</b>	<b>4,233,063</b>

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 £
<b>Cost</b>			
At 1 April 2022	474,765	242,890	<b>717,655</b>
Additions	24,807	35,189	<b>59,996</b>
Disposals	(15,516)	(40,606)	<b>(56,122)</b>
At 31 March 2023	<u>484,056</u>	<u>237,473</u>	<u><b>721,529</b></u>
<b>Depreciation</b>			
At 1 April 2022	403,766	224,800	<b>628,566</b>
Charged in the year	41,053	6,910	<b>47,963</b>
Disposals	(13,039)	(38,815)	<b>(51,854)</b>
At 31 March 2023	<u>431,780</u>	<u>192,895</u>	<u><b>624,675</b></u>
<b>Net book value</b>			
At 31 March 2023	<u>52,276</u>	<u>44,578</u>	<u><b>96,854</b></u>
At 31 March 2022	<u>70,999</u>	<u>18,090</u>	<u><b>89,089</b></u>

**12. Debtors**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	<b>1,081,117</b>	1,212,633	<b>833,712</b>	1,167,865
Prepayments and accrued income	<b>182,422</b>	164,219	<b>182,422</b>	164,019
VAT repayment	—	22,733	—	48,488
Amounts owed by group undertakings	—	—	<b>31,674</b>	56,935
	<b>1,263,539</b>	1,399,585	<b>1,047,808</b>	1,437,307

**13. Creditors: amounts falling due within one year**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	<b>661,971</b>	531,992	<b>654,532</b>	506,691
Accruals and deferred income	<b>770,082</b>	465,227	<b>638,446</b>	426,435
Other tax and social security	<b>267,285</b>	101,001	<b>241,681</b>	101,001
Amounts owed to group undertakings	—	—	<b>6,329</b>	44,326
	<b>1,699,338</b>	1,098,220	<b>1,540,988</b>	1,078,453

All financial instruments are measured at amortised cost.

	2023 £	2022 £
Net movement and deferred income:		
Balance at 1 April 2022	<b>9,996</b>	—
Utilised during the year	<b>(9,996)</b>	—
Additional income deferred	<b>277,495</b>	9,996
Balance at 31 March 2023	<b>277,495</b>	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 £	
<b>Charitable activities</b>					
Sport England (System Partner & delivery)	—	4,042,853	(3,211,861)	—	<b>830,992</b>
School Games	846,338	1,883,313	(2,635,550)	101,496	<b>195,597</b>
Barclays Girls Football School Partnerships by The FA	1,422,389	1,468,864	(1,539,864)	—	<b>1,351,389</b>
School Sport/Education & Delivery	489,737	—	(288,270)	(101,496)	<b>99,971</b>
Inclusion 2024	12,906	297,036	(299,036)	—	<b>10,906</b>
Digital Disadvantage	54,234	—	(54,234)	—	<b>—</b>
Teacher Training	65,088	165,469	(180,949)	—	<b>49,608</b>
Sport & Leisure Recovery Package/ Vision for Sport in Wales	113,901	152,500	(216,501)	—	<b>49,900</b>
Connecting Communities Through Cricket – Breaking Boundaries	64,415	207,649	(271,114)	—	<b>950</b>
Set For Success	232,761	165,768	(192,849)	—	<b>205,680</b>
Integrated Communities	129,043	(22,863)	(106,180)	—	<b>—</b>
Fundamental Movement Skills	30,802	—	(3,913)	—	<b>26,889</b>
Serious Support	52,592	54,501	(107,093)	—	<b>—</b>
Dorset Healthy Movers	64,951	—	(28,494)	—	<b>36,457</b>
Other individual programmes <£100k income	690,173	602,038	(904,322)	—	<b>387,889</b>
<b>Total</b>	<b>4,269,330</b>	<b>9,017,128</b>	<b>(10,040,230)</b>	<b>—</b>	<b>3,246,228</b>

**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. 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	—	—	<b>96,854</b>
Current assets	7,059,482	1,307,289	3,246,228	<b>11,612,999</b>
Creditors: amounts falling due within one year	(1,699,338)	—	—	<b>(1,699,338)</b>
	<u>5,456,998</u>	<u>1,307,289</u>	<u>3,246,228</u>	<u><b>10,010,515</b></u>

Group	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	89,089	—	—	<b>89,089</b>
Current assets	6,183,643	1,681,538	4,269,330	<b>12,134,511</b>
Creditors: amounts falling due within one year	(1,098,220)	—	—	<b>(1,098,220)</b>
	<u>5,174,512</u>	<u>1,681,538</u>	<u>4,269,330</u>	<u><b>11,125,380</b></u>

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



Charity	General funds £	Designated funds £	Restricted funds £	Total 2022 £
<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>	(1,078,453)	—	—	(1,078,453)
	4,933,251	1,681,538	4,269,330	10,884,119

**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	
	2023 £	2022 £
Amounts due:		
Within one year	44,419	38,566
Between two and five years	177,676	154,262
In over five years	655,180	607,408
	877,275	800,236

**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	<b>23,926</b>	13,814	<b>132,800</b>	158,300
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	<b>37,280</b>	8,088	<b>181,590</b>	315,426
Amounts due from related parties	<b>15,210</b>	320	<b>31,674</b>	56,935
Amounts due to related parties	<b>8,487</b>	2,329	<b>6,329</b>	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.