

Youth Sport Trust

Annual Report and Financial Statements

Year Ended 31 March 2024

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

Charity Registration Number 1086915

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Charity registration number	1086915
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The trustees present their report together with the financial statements of the Group for the year ended 31 March 2024.

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

1.0 CHAIR'S INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

STRATEGIC REPORT

2.0 STRUCTURE, GOVERNANCE AND MANAGEMENT

2.1 Governing document

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

2.2 Appointment of trustees

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

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

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

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

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

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

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

2.4 Key Management

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

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

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

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

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

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

2.5 Annual Governance Statement 2023/24

Commitment and Compliance

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

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

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

YST's Governance Framework

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

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

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

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

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

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

Governance actions

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

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

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

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

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

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

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

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

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

3.0 OBJECTIVES AND ACTIVITIES

3.1 Charitable Objects

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

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

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

3.2 Mission and vision

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

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

3.3 Strategy

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

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

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

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

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

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

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

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

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

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

URGENT ACTION – Key Moves

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

GENERATIONAL SHIFT – Key Moves

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

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

SOCIETAL CHANGE – Key Moves

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

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

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

3.4 Public Benefit

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

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

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

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

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

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

4.0 ACHIEVEMENTS AND PERFORMANCE

4.1 Performance Indicators

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

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

Our suite of outcome indicators is set out below:

Young people outcomes

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

Adult impact

- Increased confidence, competence and motivation in their role.

Whole School & Wider Societal Impact

- Improved perceptions of PE and school sport.

4.2 Reach

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

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

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

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

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

4.3 Influencing and advocacy

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

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

In the 2022/23 academic year we also:

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

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

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

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

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

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

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

In the 2022/23 academic year, we also:

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

4.3 Building sustainable structures

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

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

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

4.4 Equipping educators

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

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

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

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

4.5 Empowering young people

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

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

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

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

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

4.6 National Programmes

Below are some highlights from a range of our programmes.

4.6.1 School Games

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

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

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

In the 2022/23 academic year:

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

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

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

4.6.2 Barclays Girls' Football School Partnerships by England Football

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

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

In 2022/23:

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

4.6.3 BE Football

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

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

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

4.6.4 Inclusion 2024

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

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

4.6.5 Young Ambassadors

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

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

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

4.7 Targeted interventions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.7.4 Tackling gender inequality – 'Girls Active'

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

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

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

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

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

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

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

4.8 Securing Funding for the Charity

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

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

4.9 Fundraising Income

4.9.1 Commercial/corporate partnerships

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

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

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

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

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

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

4.9.2 Trusts and Foundations

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

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

4.9.3 Donor Fundraising:

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

In 2023/24 this fundraising included:

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

5.0 FINANCIAL REVIEW

5.1 Overview

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

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

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

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

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

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

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

5.2 Reserves policy

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

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

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

5.3 Investment powers and policy

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

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

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

5.4 Risk management

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

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

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

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

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

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

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

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

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

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

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

The 2025 goals are as follows for this objective:

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

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

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

The 2025 goals are as follows for this objective:

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

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

6.0 PLANS FOR FUTURE PERIODS

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

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

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

7.0 AUDITOR

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

8.0 STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

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

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



Mr Richard Davidson
Chair of trustees

Date: 26/9/2024

Trustees' responsibilities in the preparation of the financial statements

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

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

In preparing these financial statements the trustees are required to:

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

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

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

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

 7 October 2024

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

31 March 2024

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

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

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

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

BALANCE SHEET

31 March 2024

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

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

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



Mr Richard Davidson
Chair

Company Registration No. 4180163 (England and Wales)

CONSOLIDATED STATEMENT OF CASH FLOWS

31 March 2024

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

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

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

B Cash flows from investing activities

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

C Analysis of changes in cash and cash equivalents

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

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

General information

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

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

Basis of accounting

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

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

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

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

Basis of consolidation

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

Income

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

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

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

Income (continued)

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

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

Fundraising event income is accounted for on a receivable basis.

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

Investment income is recognised on a receivable basis.

Donated services and facilities

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

Expenditure

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

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

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

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

Taxation

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

Irrecoverable VAT

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

Debtors

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

Cash and bank balances including short term deposits

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

Trade creditors and liabilities

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

Financial instruments

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

Tangible fixed assets and depreciation

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

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

Leasing and hire purchase commitments

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

Accumulated funds

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

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

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

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

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

Going concern

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

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

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

Critical accounting estimates and areas of judgement

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

The key estimates used are:

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

1 Comparative information – statement of financial activities

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

2 Donations and legacies

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

3 Charitable activities

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

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

4 Other trading activities

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

5 Investment income

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

6 Other trading activities

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

7 Expenditure

Charitable activities:

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

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

7 Expenditure (continued)

Support costs consist of:

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

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

8 Total expenditure

Total expenditure includes:

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

9 Trustees and key management personnel

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

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

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

10 Employees

The average monthly number of employees during the year was:

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

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

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

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

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

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

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

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

Volunteers

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

YST Youth Board

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

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

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

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

Team Leaders

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

Young Ambassador Steering Group

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

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

National Youth Sport Forum

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

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

- Attending sector forum virtual meetings;

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

Fit for Girls Volunteer Young Tutors (Scotland)

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

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

Young Ambassadors (Scotland)

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

Allianz Move Now Festivals

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

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

11. Tangible fixed assets – Group and Charity

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

12. Debtors

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

13. Creditors: amounts falling due within one year

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

All financial instruments are measured at amortised cost.

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

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

14. Restricted funds

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

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

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

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

School Games (Sport England)

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

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

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

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

School Sport/Education and Delivery (Sport England)

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

Inclusion 2024 (DfE)

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

Teacher Training (Sport England)

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

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

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

Set For Success (The Wimbledon Foundation)

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

Fundamental Movement Skill (Nike)

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

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

Public Health Dorset (Dorset Council)

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

Charnwood Borough Council – Generation Charnwood

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

15. Designated funds

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

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

Investment plan

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

16. Analysis of net assets between funds

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

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

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

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

17. Commitments under operating leases

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

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

18. Subsidiary undertakings

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

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

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

19. Related party transactions

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

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

During the year the following related party transactions took place:

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

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