

# **Youth Sport Trust**

## **Annual Report and Financial Statements**

31 March 2022

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

Charity Registration Number 1086915

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## Reference and administrative information

<b>President</b>	Sir John Beckwith CBE
<b>Trustees</b>	Mr Richard Davidson (Chair) Mr Ben Stimson Mrs Melanie Honnor Mrs Denise Gladwell (resigned 1 <sup>st</sup> February 2022) Dr Paula Franklin Mr William Downie Mr David Gilbey (resigned 25 <sup>th</sup> May 2021) Dr Katherine Grainger Mrs Belinda Richards Ms Valerie Copenhagen Miss Lauren Asquith (resigned 5 <sup>th</sup> July 2021) Mrs Joanna Coates Miss Lipa Nessa (appointed 5 <sup>th</sup> July 2021)
<b>Company Secretary</b>	Mr Peter Ellis
<b>Chief Executive</b>	Alison Oliver
<b>Registered address</b>	Sport Park 3 Oakwood Drive Loughborough Leicestershire LE11 3QF
<b>Company registration number</b>	4180163
<b>Charity registration number</b>	1086915
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL

## Reference and administrative information

**Bankers** National Westminster Bank plc  
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**Solicitors** Winckworth Sherwood  
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## Trustees' Report - Year to 31 March 2022

The trustees present their report together with the financial statements of the Group for the year ended 31 March 2022.

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

### STRATEGIC REPORT

#### Organisation

A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority for operational matters, within terms of delegation approved by the trustees, including finance, employment, and performance related activity.

#### Objectives and activities

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

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

## STRATEGIC REPORT (continued)

### Objectives and activities (continued)

In accordance with our stated aims in the Annual Report (2017-18), this year represented the final year of our 2018-2022 Strategy - 'Believing in every child's future'. Its vision is for a future where every child enjoys the life-changing benefits that come from play and sport. This strategy has six strategic objectives, which we use to align our projects and programmes and wider charity activities:

- ◆ **Transforming Physical Education (PE):** Transforming PE's place in the curriculum, putting PE at the centre of wellbeing and achievement in education.
- ◆ **Removing Barriers to Sport:** Harnessing global best practice to ensure youth sport in the UK is inclusive, accessible and fun.
- ◆ **Unlocking Potential:** Unlocking sport's potential at every stage of a child's life, especially where they face inequality or disadvantage.
- ◆ **Empowering Activism:** Empowering young people through sport to become local activists, tackling the issues of their generation.
- ◆ **Championing Insight:** Championing the impact of physical activity, PE and sport through research and insight across our organisation, networks, stakeholders and wider sector.
- ◆ **Strengthening our Foundations:** Ensuring we can sustain our mission. We will deliver our charitable objectives through good governance, a skilled workforce and sustainable income.

We continue to draw on our three 'unique selling points'- to develop, deliver and disrupt - through interventions, projects and the influencing of wider policy and funding focus areas:

- ◆ **Develop:** innovative resources, training, professional development modules and programmes to support young people in PE and sport.
- ◆ **Deliver:** high quality events, programmes, activities, camps and experiences for young people and their wider support base such as parents and carers, teachers and coaches.
- ◆ **Disrupt:** and challenge convention where there are opportunities to improve the provision, quality or approach of using sport, PE and physical activity to improve young people's lives.

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

We work closely with several organisations at a national level including the Teaching Unions, Academy Chains, Home Country Sports Councils, Women in Sport, Sporting Equals, the English Federation of Disability Sport, Special Olympics GB, Commonwealth Games England and National Governing Bodies of Sport (NGBs).



## STRATEGIC REPORT (continued)

### Objectives and activities (continued)

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

Our trustees and patrons give their time for free. In addition to this YST utilises volunteers in varying capacities from individuals helping at sporting events to the Youth Board who help to advise on the direction of our work. The work of our volunteers is detailed in note 10 of the accounts (employees).

### Achievements and Performance

The vision of the YST is a future where every child enjoys the life-changing benefits that come from play and sport. The financial year 2021/22 embedded our strategy, with our work spanning the six strategic objectives detailed above. During this year we have been able to evaluate the impact of our current strategy and explore what our new strategic direction might look like through a sector wide consultation process.

Despite restrictions continuing to be imposed due to Covid-19, we still managed to achieve good levels of reach across our target groups, through a wide range of projects and initiatives throughout this period, although figures were understandably reduced against the previous year.

- 220,413 children participated in a YST programme
- 49,074 young people were trained by the YST
- 12,015 adults were trained by the YST.

With many schools still limiting face to face visits, YST was able to adapt and pivot its activities to ensure that our work was able to continue and reach those that needed our support:

We are working to transform PE's place in the curriculum, putting it at the centre of wellbeing and achievement in education. We do this by working with teachers, young people, parents and policymakers to maximise PE's potential to improve children's wellbeing.

To help tackle the decline in activity levels and wellbeing during the Covid-19 pandemic, we teamed up with Sport England to launch the **Active Recovery Hub**, a free online resource with hundreds of inclusive ideas to help children achieve 60 minutes of activity every day. We commissioned the Centre for Sport, Physical Education and Activity Research based at Canterbury Christchurch University to conduct a piece of research exploring the benefits of the Active Recovery Curriculum. They found that 75% of teachers reported improvements in academic progress, 74% of pupils said that being active at school helps them learn and 71% of pupils increased their physical activity levels.

**Driving for transformation:** We continued to campaign for PE's place in the curriculum. We commissioned a You Gov study exploring the public and parents in particular perceptions of PE, school sport and physical activity. This provided us with a baseline for our new strategy.

**STRATEGIC REPORT** (continued)

**Achievements and Performance** (Continued)

**National School Sport Week (NSSW):** After a year of disruption, the return of our NSSW in 2021 saw almost a million young people come together to celebrate the return of school sport. Taking place in June 2021 and with a theme of Together Again, sports days were held up and down the country, with schools, families and communities encouraged to get involved.

Thousands of schools and community organisations took part, with over 818,000 young people enjoying the power of sport to bring people back together.

***Removing barriers to sport***

We are continually looking to harness global best practice to ensure youth sport in the UK is inclusive, accessible, and fun. We are doing this by supporting schools, clubs and families to remove the causes of negative experiences for young people.

**Influencing and advocacy:** In autumn 2020 we led a coordinated effort to clarify lockdown guidance on extracurricular sport after our research found that provision was being withdrawn amid confusion on how to interpret government's guidelines. When pupils returned to school in spring 2021, we led calls for an active recovery, characterised by time outdoors and a greater focus on PE and school sport to help young people to reconnect, play and have fun.

This was supported by the launch of the Active Recovery Hub, providing resources and inspiration for teachers to get young people active from organisations across the sport sector. We convened more than 50 sporting organisations through the School Sport and Activity Sector Forum to co-ordinate efforts to support young people and talk to government with one voice.

Together we sought to influence the Government's Spending Review. We united in calling for a long-term funding commitment for PE and school sport built on a national drive to get every child active for 60 minutes every day. We made the case for funding to help address the consequences of Covid-19, invest in teacher training, extend the School Games and support the opening of school sport facilities.

Our influencing activity saw CEO Ali Oliver MBE appear before the House of Lords Committee on a National Plan for Sport and Recreation in March to advocate for the importance of an ambitious, joined up national plan for young people – recommendations which were taken forward in the Committee's final report. In June 2021, we joined with many others in the sport sector to urge the Education Secretary to maintain funding for the PE and Sport Premium for primary schools.



## STRATEGIC REPORT (continued)

### Achievements and Performance (Continued)

**School Games:** We continued our engagement as Sport England's delivery partner for the School Games, co-ordinating a national network of 450 School Games Organisers (SGOs). The 2021/22 academic year saw YST pivot support to allow SGOs and schools to engage in a blend of face to face and virtual CPD and activities. There were 13,275 events registered between September 2021 and April 2022. The majority of which were local, inter-school competitions which offered 1.2m participation opportunities.

**Girls' Football:** Since 2018 the YST have been working with The FA and Barclays to grow and develop girls' football in schools through Barclay's Girls' Football School Partnerships. As a result of the challenges posed by Covid-19, the design and delivery of the programme has pivoted to predominantly virtual delivery. This has enabled delivery to continue and the network has been empowered to engage schools through virtual technology. At the end of the 2021/22 academic year, 94% of teachers said they would attend virtual training again and 84% said they would get involved with a virtual programme for young people again. This has led to a continued focus on virtual delivery this academic year, with 317 teachers trained so far in 'Game On Go Teach' and over 200 schools participating in 'Game On Go Lead'. In addition, 859 teachers have been trained through the virtual 'Shooting Stars – Inspired by Disney' teacher training programme.

**Young Coaches and Activators:** An independent evaluation of the Young Coaches and Activators programme, completed in August 2021, showed a real impact on the Young Coaches and Activators taking part. 92% said the programme had supported their personal coaching skills and inspiration, 66% said it had given them a greater understanding of how to support others and 85% agreed they felt more confident in their own abilities and choices.

**Lead Inclusion Schools:** The YST supports 50 Lead Inclusion Schools across England - hubs of expertise on inclusive PE and sport – to act as champions in their local areas. As well as staging events, they are responsible for training staff and sharing best practice with other schools to improve the provision of PE, school sport and physical activity for young people with special educational needs and disabilities (SEND).

This year the Department for Education has funded a three-year programme of Inclusion 2024 to be delivered through our Lead Inclusion School network. As part of this the YST is leading a consortium of organisations to support schools to increase the opportunities for young people with SEND to enjoy physical education, school sport and physical activity.

**Girls Active:** This programme, funded by Sport England, is delivered by the YST, supported by Women in Sport and aligned to 'This Girl Can'. Established in 2015, Girls Active is an award winning programme, which aims to help schools understand what motivates girls to take part in physical activity, PE and sport, enabling teachers to work with girls to make the necessary changes to their PE, sport and physical activity provision. Girls are empowered within the programme to become GLAMS (Girls Leadership Marketing Squad), a network of role models to inspire, engage and support their peers.

**STRATEGIC REPORT** (continued)

**Achievements and Performance** (continued)

**Girls Active** (continued)

This year, in partnership with the Sweaty Betty Foundation, we have worked in three targeted areas of the UK - London, Leeds and Glasgow - delivering our Girls Active programme with unique support from Sweaty Betty.

**Healthy Lifestyle Champions:** This programme supports secondary schools across England with funding, training and resources to address the disparities in participation and access experienced by those in lower socio-economic groups (LSEGs). The programme comprises conference training, peer consultation, YST Athlete Mentor support, festival delivery and peer-led activity sessions. Last academic year (2020/21) the programme engaged 3,732 young people (47% from LSEGs) and trained 354 Healthy Lifestyle Champions (61% from LSEGs). An independent evaluation, conducted by the Centre for Sport, Physical Education & Activity Research (*spear*) found that, since taking part in the programme, 93% of practitioners felt more equipped to identify and respond to young people's needs.

**Move Like Me:** Funded through the Peter Harrison Foundation, young people have both co-designed and created a suite of online sport and physical activity videos. The aim was for young people to share their stories to help inspire other young people with special educational needs and disabilities to stay active over the summer.

**Activate Academy:** This programme is delivered in partnership with Whizz Kids and funded by Comic Relief. It aims to use sport to equip young wheelchair users with the skills they need to become leaders within sport. Participants were given a mixture of face to face and virtual training and were supported to undertake a volunteer assistant coach placement. Young people also co-created and co-produced video and PDF resources providing top tips for engaging young wheelchair users and explored topics such as coaching, participation challenges and friendship.

***Unlocking potential***

The YST's aim is to unlock sport's potential at every stage of a child's life, especially where they face inequality or disadvantage. We are doing this by closing the gaps created by

inequality and disadvantage, particularly at key transitional moments in a young person's life, like starting or changing school and preparing for employment.

To achieve this, we have undertaken a number of programmes including:

**Healthy Movers:** This programme aims to support practitioners and families to develop their competence and confidence, to ensure every child is physically literate and to improve self-esteem and wellbeing. This year we have extended our reach and delivery, with new Healthy Movers initiatives in Dorset, Cornwall and Wiltshire.



## STRATEGIC REPORT (continued)

### Achievements and Performance (continued)

**West Somerset Sustainability Research:** Working with settings in West Somerset who have been involved with the programme for a number of years, the YST Research team conducted research to understand how settings can embed and sustain the Healthy Movers programme.

**Active in Mind:** During the last academic year (2020/21) 1,067 young people took part in our Active in Mind programme across 25 secondary schools. 61% of participants reported that the programme had helped them to cope better with their mental health and 81% reported making new friends as a result.

#### *Empowering activism*

These programmes are designed to empower young people through sport to become local activists, tackling the issues of their generation. Some examples include:

**Set for Success:** Working with Run Communications in partnership with the Wimbledon Foundation, Set for Success is a two-year programme to provide young people from disadvantaged backgrounds from around the UK with the opportunity to develop valuable life and leadership skills through mentoring sessions delivered by inspirational athletes.

An evaluation of year 1 showed that the vast majority of young people felt an improvement in all crucial life skills, including leadership, resilience, communication and teamwork. Set for Success also improved participants' attitudes towards school life, progress at school and their aspirations. Over half of participants felt that the Set for Success programme had given them the skills they needed to succeed in the future.

**Young Ambassadors:** We created the Young Ambassadors programme to build the leadership skills of young people who encourage their peers to get active. We continue to support its delivery with funding from Sport Scotland and Sport Wales. Across Wales there are more than 4,000 active Young Ambassadors in schools, colleges and universities.

**Birmingham Connect:** Capitalising on the excitement around the 2022 Commonwealth Games being held in Birmingham, we are empowering young people to build connections among peers from diverse and segregated communities in the city. Birmingham Connect is encouraging social integration by partnering pupils, aged 11 to 13, with students in other schools across the city, to help them connect through sport. 100 young people have been supported to lead the project, across 20 schools identified as highly segregated, either through ethnicity, deprivation or disability. The project is being run in partnership with Team England, with the support of National Lottery funding through Sport England, and funding from the Ministry of Housing, Communities and Local Government. It is being delivered with support from Inspire Activity Ltd, Culture Central and Birmingham Education Partnership.

**National Youth Sport Forum:** As referenced above under the School Sport and Activity Action Plan, we have worked in partnership with the Sport & Recreation Alliance this year to establish a forum of young ambassadors from a range of youth boards and forums across the sporting landscape. This forum has contributed its voice to the Sport England Strategy Consultation and the Comprehensive Spending Review.

**STRATEGIC REPORT** (continued)

**Achievements and Performance** (continued)

***Empowering activism*** (continued)

**Wider reach activities:** We continue to grow our reach across our core communication channels. In the 2021/22 academic year:

- ◆ We had 1,130 mentions in the media including 238 stories about our research
- ◆ 14 meetings were held with leading politicians and policymakers
- ◆ 12 new research and evaluation papers were published.

We have continued to nurture our wider networks across the education landscape. In 2021/22 these extended to:

- 86 Head Teacher Ambassadors, including 6 Lead Headteacher Ambassadors (40 secondary and 46 primary - there are 5 SEND schools within these)
- 56 Secondary PE CatalYSTs (Including 8 Lead PE CatalYSTs)
- 19 Primary PE CatalYSTs
- 52 Health and Wellbeing Lead Schools (All secondary - there are 4 SEND schools within these)
- 1,075 Well Schools (526 primary, 11 all-through schools and 538 secondary - there are 47 SEND schools within these)
- 43 Leadership Coaching and Volunteering Schools (38 secondary, 2 primary, 1 special school, 1 Active Partnership, and 1 School Sport Partnership)
- 52 Lead Inclusion Schools (30 secondary, 2 primary, 19 all-through and 1 Post – there are 29 SEND schools within these)
- 85 Early Years settings (24 Cornwall, 13 Wiltshire, 12 East Suffolk, 12 Leicester and 24 Dorset)
- 93 PE & Sport Cluster Coordinators
- In addition, across 2021/22 we trained 4,938 delegates through our Learning Academy.

**Financial review**

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

The financial year 2021/22 is the final year of our current 4-year strategy that was developed by YST in 2018 to tackle the decline in young people's wellbeing. This strategy has six key objectives as outlined on page 3.

Our Group income for the year has seen an increase of 26% from 2020/21 (excluding furlough receipts, the increase is 36%). The lifting of Covid-19 restrictions meant that YST could deliver face to face programmes such as the National School Games finals (for Sport England), which

## STRATEGIC REPORT (continued)

### Financial review (continued)

accounts for 23% of the increase. Sport England have also increased their funding this year for additional programmes such as the development of the Active Recovery Hub and Commonwealth games (helping young people to connect with each other). There was also an increase in corporate partnership income where Lidl, Sweaty Betty and HSBC provided funding to support programmes for young people. Our Healthy Movers initiative to get children more active also saw a year-on-year increase funded by local government bodies.

The trading subsidiary had an increase of 66% in income from last year. This was largely due to YST's national conference taking place during the year (that did not go ahead last financial year due to Covid-19 restrictions), this helped in getting income from corporate sponsorships and exhibitors that attended the conference.

The Group has returned an unrestricted surplus of £752,367 (2021 – surplus of £724,723) - this includes a trading subsidiary profit of £75,136 (2021 – profit of £52,578).

Last financial year (2020/21), the government launched the staff retention scheme that funded staff that were furloughed. The scheme stopped on 30<sup>th</sup> September 2021 and YST received £39,033 (2021 – £752,534) income from this scheme during the year.

2022 sees the launch of YST's new strategy that spans to 2035. The initial phase of the strategy, to help achieve shorter term goals, runs to 2025. YST's Board has agreed to invest in activities that will support the aims of the charity to fulfil its strategic objectives to 2025. A designated fund of £1,340,000 had been set aside for this purpose. The charity has also set aside designated funds of £341,538 (2021 - £168,981) to support short term operational and innovation programmes that were uncompleted as at the end of the financial year covered by this report. A transfer of £1,038,454 has been made from general funds to designated funds to support these activities and provide investment for the strategy. These are shown as designated funds in note 15.

The group's unrestricted reserves now stand at £6,856,050 and included within this are designated reserves of £1,681,538.

### Reserves policy

The minimum reserves policy was revised in 2021 to reflect the costs of orderly wind up of the charity. An orderly wind up of the charity includes redundancy and notice period costs together with the cost of retaining administrative staff and facilities to support staff directly delivering programmes to complete contractual agreements. This is calculated at £2,664k.

This year, the policy has been revised further to take account of planned deficits as the charity repositions itself within its new strategy (calculated at £776k), as well as an allowance for the impact of adverse unplanned events (calculated at £100k).

The combined sum of these events gives a required minimum reserves value of £3.5m.

The general free reserves on 31 March 2022 were £5.2m (2021 – £5.5m) which is more than the minimum reserves policy set by the trustees.



**STRATEGIC REPORT (continued)**

**Financial review (continued)**

**Reserves policy (continued)**

This year designated funds have been set aside for investment into the new strategy (2022-2025). As this is the first year of this new strategy there will be areas of uncertainty that will not have been assessed. It is therefore likely that further investment into strategic projects may be required.

**Investment powers and policy**

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

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

The invested funds held by the parent charity on deposit achieved a 12-month average return of 0.3% against the average base rate for the year to 31 March 2022 of 0.2%.

**Risk management**

YST manages risks at three levels: strategic, organisational and project, in accordance with our Risk Management procedure (part of our ISO 9001: 2015 accredited Quality Management System).

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

Organisational level risks are reviewed by our Chief Operating Officer and any significant areas of risk (including those at Project level) are raised at regular executive team Operational Meetings. The executive team then determine what, if any, action needs to be taken and by whom.

Strategic level risks are regularly updated by the SLT and the Strategic Risk Register, along with a Summary Sheet, is sent to the YST Board prior to every meeting. This is a standard agenda item at every Board Meeting and the Board is responsible for reviewing the register, discussing the risks and proposed mitigation and making any recommendations back to the executive team to take forward accordingly.

The key risks during 2021/22 have been:

Covid-19 has had a major impact on the charity and in terms of its delivery model, working with schools and safeguarding staff from being infected with the virus. Although this risk has subsided, many of the key areas of risk have been impacted by this during the year.

The charity has seven ongoing areas of risk on the organisational risk register.

## STRATEGIC REPORT (continued)

### Risk management (continued)

1. Reputational – the brand of the organisation is hugely important to the credibility of, and trust in the charity. With the charity's involvement in so many significant, publicly funded contracts there is a need for us to manage the association of the charity's brand with some of the larger programmes we deliver. Monitoring of social media continues to be a key feature that informs the charity of both favourable and adverse comments. We have actively engaged with our funders to ensure that events and delivery have been rescheduled to enable maximum value to be delivered through programmes during this difficult period.
2. Safeguarding - the safety, welfare and wellbeing of young people is of paramount importance to YST, and our safeguarding responsibilities are taken very seriously. YST is committed to ensuring that anyone working, or volunteering, on behalf of the charity, understands their mandatory responsibilities and demonstrates best practice in safeguarding children and adults in their care. YST holds the NSPCC Child Protection in Sport advanced safeguarding standard and there is an ongoing focus on the development and continuous improvement of our safeguarding policies and practice. Our safeguarding policies are reviewed and updated on an annual basis to ensure they are fit for purpose. During the year, these policies were updated to include "virtual" delivery as YST now has a blend of face to face and virtual delivery.

Our Safeguarding policies can be found on the YST website link below:

<https://www.youthsporttrust.org/about/safeguarding>

3. Regulatory - this area of risk covers corporate governance and compliance. Trustees are continually updated regarding changes to our regulatory environment. A Governance Action Plan is also developed annually, progress against which is monitored at Board level. This plan is informed by regular self-assessments against both the 'Code for Sports Governance' and the 'Charity Governance Code'.
4. Financial – funding for activities is an ongoing challenge and processes are in place to monitor any major changes to projections made at the beginning of the year. This enables the charity to address any imbalances in resources so that programmes are delivered in line with funders' objectives. The charity maintains close contact with its major funders (such as Sport England and The FA) and long-term assurances have been received from them to help with our planning. However, for the charity to be successful in its wider charitable objectives and reduce reliance on a few major funders, there is a need to further diversify our funding streams, which has been a focus of our current strategy and will remain a priority in our next strategy.
5. Political – the Government's PE and Sport premium that is paid to primary schools for sports activities and funding for the School Game Organisers (SGO) network underpin the national infrastructure of former school sport partnerships that the charity works with to deliver programmes and services. The government is currently committing to single year funding rather than making long term commitments. Not having this funding in place will have an impact on financial, reputational and organisation risks associated with this.

## STRATEGIC REPORT (continued)

### Risk management (continued)

6. Operational - the charity's ability to get our programmes and products to market efficiently and effectively is at the centre of our work. This is dependent on: the quality, reliability and capability of our technical systems; the strength and coverage of our delivery and strategic networks (Schools and Education Practitioners, School Sport Partnerships, School Clusters, Lead Schools, Learning Academy Tutors, Athlete Role Models and Development Coaches), and the quality and training of our people. Weaknesses or failings in any of these areas would represent a risk to the organisation's core business. Due to Covid-19, YST adapted its delivery model to online delivery to safeguard all involved from the risk of infection. We introduced remote working in 2020 (after the Government announced working from home) and mid-way through the last year (2021), we moved to hybrid working as the Government eased Covid-19 restrictions.
7. Personnel - The retention and agility of staff is key to the charity's continued growth and success, whether it's ensuring customer satisfaction, or maintaining balance and productivity in the workplace. The wellbeing of our staff has been a primary focus during Covid-19. As stated in the Operational Risk, staff are now working on a hybrid basis which has helped improve work-life balance. The war in Ukraine, Covid-19 and Brexit are fuelling inflation and this is likely to put pressure on staff retention. The annual staff engagement survey and an employee forum group (that meets regularly) helps the executive team to stay connected with employees' concerns.

Our Risk Management procedure is annually reviewed through the Audit and Risk Committee.

### Plans for future periods

In 2021/22 the charity continued to face the challenges created by Covid-19 – school closures and then significant disruption in schools due to staff and student absence, illness generated by the virus itself, and a challenging funding environment. This impacted on our ability to engage and deliver our programmes and services. However, this context led to an increasing relevance for our mission and provided a powerful backdrop to the development of our new strategy.

2021/22 was the final year of the charity's current strategy, 'Believing in Every Child's Future'. Therefore, the past 12 months have been characterised by the final phase of delivery of our 2018-2022 strategy and the consultation, scoping and development of a new strategy.

To determine the intent, objectives, and tactics of our new strategy we developed a 4-stage process:

A literature review of the current evidence base around children's physical activity levels, their health and happiness, and the research around the relationship between play sport and positive outcomes for young people. This review brought to the fore not only the continued decline in young people's physical and mental health but also new scientific evidence validating the importance of play and sport in children's education.



## STRATEGIC REPORT (continued)

### Plans for future periods(continued)

- Recommissioning the landmark report, 'The Class of 2035', first published in 2015. This report set out to understand the forces at play in young people's engagement with play and sport, and a set of scenarios which outline how this might look in the future. This report highlighted two key drivers that should sit at the heart of our new strategy:
  - i. public awareness and the perceived value of play and sport; and
  - ii. the voice and involvement of young people in the development and delivery of play and sport.
- A series of 'Changemaker' consultation events, engaging current and potential charity funders, stakeholders, donors and beneficiaries. These events set out to generate views from individuals and organisations who are important to the delivery of our mission. The themes which emerged included: a continued role for the charity in inclusion, the importance of building belonging in children and young people, the need to engage with and support families, and an overarching need for the charity to engage and inspire more and different 'changemakers' who can help amplify, and as a result, stimulate demand for the YST's mission.
- A review of the charity's own evidence base - what the charity has a proven track record in delivering and on which it can build. This exercise concluded that the charity is both successful and valued for the work it does to build movements, co-create with young people, inspire change, and engage with key influencers. It also reinforced the 3 core charity outcomes:
  - i. physical and mental health
  - ii. inclusion
  - iii. character & leadership.

This scoping exercise underpinned the thinking behind a new strategy which the charity will launch in May '2022 – 2035 Inspiring Changemakers, Building Belonging'. Over 27 years the charity has continually made incremental improvements in the provision of sport in schools, however, we are still fighting for daily physical activity and a place for physical education in the curriculum. This new strategy will see us go beyond school leaders and politicians to inspire a broader army of changemakers. Through both the review of literature and young people focus groups, the theme of belonging emerged incredibly strongly – both as an important driver for engagement in play and sport, but also a feeling/emotion which is being undermined in the lives of young people through social/world events and social media.

The 2022-2035 strategy will retain our core vision and mission:

**VISION** – a future where every child enjoys the life changing benefits of play and sport.

**MISSION** – to equip educators and empower young people to build brighter futures, together we create opportunities for everyone to belong and achieve.

## STRATEGIC REPORT (continued)

### Plans for future periods (continued)

It will work towards 3 objectives which span the 13 years of the new strategy, but throughout the life of the strategy, each objective will assume a different level of importance:

#### OBJECTIVES:

*URGENT ACTION* – To build back healthier, happier and more resilient young people, and level the playing field for those most disadvantaged.

*GENERATIONAL SHIFT* – To balance the demands of the digital age through the human connection of physical play and sport.

*SOCIETAL CHANGE* - To transform society's perceptions and attitudes towards the importance of physical literacy, play & sport in the education & development of young people.

To deliver against these objectives we have identified 6 tactics – each tactic focuses on a changemaker group and a way of building and fostering belonging:

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

The intentions and approach of this new strategy will demand a number of fundamental shifts in the way we work, which are being embedded into tactic 6:

- *Marketing* – building on the brand refresh completed in 2020 we will fundamentally change our approach with the aim of connecting with a broader range of changemakers.
- *Commercial* – our ambition will be to secure corporate and commercial partners in support of the strategy and its objectives, rather than funding for specific programmes.



## STRATEGIC REPORT (continued)

### Plans for future periods (continued)

#### OBJECTIVES (continued)

- *Business Planning* – building on the System Partner status we have secured with Sport England, providing a longer-term funding commitment to the charity, we will be moving to a 3-year business plan which allows the charity to engage in long term planning and invest in things which will take more than 12 months to achieve.
- *Digital transformation* – while the previous strategy (2018-2022) allowed the charity to make significant progress in the transformation of our digital systems, the 2022-2035 strategy will include a strong emphasis on the evolution of our digital offer and maximising the positive impact of technology on our products and services.

#### Performance indicators

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

Our suite of outcome indicators is set out below:

#### *Young people outcomes*

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

#### *Adult impact*

- ◆ Increased confidence, competence and motivation in their role.
- ◆ Improvements to delivery.

#### *Whole School & Wider Societal Impact*

- ◆ Improved perceptions / prioritisation of PE and School Sport.

## FUNDRAISING

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

We are registered with the Fundraising Regulator and are committed to complying with the Fundraising Regulator's 'Code of Fundraising Practice' and 'The Fundraising Promise', along with all applicable guidance from the Charity Commission. No complaints have been received about our fundraising activity during the year (2021: none).

## FUNDRAISING (continued)

Significantly, 2021/22 saw YST review both its fundraising policy, including its ethical frameworks policy, and establish a Fund Development Committee, within its governance structure. This resulted in a new commercial marketing plan aligned to the next strategy period and underpinning business plan.

### Fundraising Income

**Trust and Foundations:** Over the 2021/22 financial year, Trust and Foundation income included grants from our long-standing funders - The John Armitage Charitable Trust, Spirit of 2012 and Wimbledon Foundation - as well as new funders including the Garfield Weston Foundation, James Weir Foundation and the Tides Foundation. The funding generated has enabled us to directly deliver key programmes and campaigns including Breaking Boundaries,

Set for Success, Healthy Movers, Active Recovery and our National School Sport Week. In addition, core grants have contributed to the financial stability of the charity and have enabled vital development work to take place. This includes the development of our new organisational strategy and our digital transformation, including developing systems and processes to deliver our mission efficiently and effectively. It has also ensured we can support the ongoing development of a diverse, skilled and motivated workforce through staff development, training and leadership opportunities.

**Donor Fundraising:** Individuals and organisations help support the YST mission and help us in improving young peoples' lives. We would like to thank every one of the many individuals and organisations that have helped us during the 2021/22 financial year. The work we do simply would not be possible without our generous supporters and passionate fundraisers who every year take part in numerous challenges to raise funds to support our work.

Individuals such as our supporter of the year, Patrick Traylor, who commenced a year-long challenge called Project 52 to be completed during 2022.

YST's fundraising activity aims to strike a balance between funding the core of the organisation and aligning with priority campaigns and activities, for example National School Sport Week.

We are committed to high standards throughout our fundraising activity: we are clear about who we are, what we do and how gifts are used. We respect the rights, dignities and privacy of our supporters and beneficiaries and comply with relevant laws including those that apply to data protection, health and safety, and the environment.

We strive to be a globally responsible charity with a strong commitment to the 17 United Nations Sustainable Development Goals (SDG's).

**Commercial/corporate partnerships:** In March 2022, Youth Sport Trust launched a new multi-year partnership with Ortus Energy, a specialised renewable energy company committed to supporting schools and businesses to switch to green energy to reduce their costs. Ortus Energy were the headline sponsors of the YST Conference and Awards Dinner 2022. Over the next year Ortus Energy will be powering a school activation programme driven

## **FUNDRAISING** (continued)

### **Commercial/corporate partnerships** (continued)

by YST, focused on deploying athlete mentors into schools to empower those disadvantaged young people most in need.

In February 2021, YST established a partnership with the Sweaty Betty Foundation, in its inaugural year, with a joint vision of; '*Preparing young women to be confident, resilient leaders of tomorrow*'. Together YST and the Sweaty Betty Foundation have developed a programme called Girls Active with Sweaty Betty. The programme has run across the 2021/22 academic

year and is supporting 15 girls in 9 schools within specific targeted communities across Glasgow, Leeds and London. The programme has targeted the schools' least active girls to become more active in an intervention based on cocreation and consultation. The final report will be due in June 2022.

The HSBC Rugby Counts programme was developed through the partnership between HSBC UK and YST. The programme aimed to improve financial fitness amongst primary aged children, using the power of sport (rugby) to deliver this in a fun and active way. The programme also aimed to increase teacher confidence and competence to delivery financial literacy education as well as PE lessons with a focus on invasion games through the lens of rugby. The pilot resulted in a positive increase in young people's financial fitness and engagement with rugby and physical activity, as well as having a positive influence on young people's personal development and life skills. The pilot programme was positively received by all stakeholders, and it is hoped that further roll out can be secured in the future.

## **PUBLIC BENEFIT**

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

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

In 2021/22, YST began to develop its new strategy up to 2035. This is a poignant timeframe given young people entering school at reception in 2022 will leave in 2035. The new strategy responds to the impact of Covid-19 on young people over the last two years and aims to focus initially on those who have been most negatively impacted and the deepening social inequalities.



### **PUBLIC BENEFIT (continued)**

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

In particular, YST's work has a deep and impactful focus on equal opportunities for all young people through increasing access to physical education and sport. We deliver programmes which target under-represented groups such as young women and girls, those young people with SEND, young people from diverse ethnic and cultural backgrounds and young people from the most disadvantaged backgrounds.

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

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing document**

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

#### **Appointment of trustees**

The trustees are the directors of the charitable company.

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

The focus of the charity is maximising the positive impact of play and sport on young peoples' education and development. YST undertakes a skills-based recruitment process, with a focus on competency, experience and suitability, to ensure that the Board is comprised of trustees from multi-disciplined backgrounds such as the world of sport, education, health and business. In addition to this, the YST is strongly committed to ensuring that there is a focus on equality and diversity and lived experience when selecting suitable candidates.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

### **Appointment of trustees** (continued)

The recruitment process is carried out by the Nominations, Governance and Remuneration (NGR) sub-committee of the Board, through an open and publicly advertised recruitment process. All

Board vacancies are advertised on the YST website, our partners' websites (including UK Sport, Sport & Recreation Alliance and Sporting Equals), the national press and social media to attract people from various backgrounds.

The charity has trustee indemnity insurance in place at a cost of £4,812 (2021: £3,310).

### **Key Management**

The trustees and the executive team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Trust on a day-to-day basis.

All trustees give their time freely and £347 was paid for the reimbursement of their expenses during the year (2021: £nil).

The pay of the executive team alongside all other staff is reviewed annually by the NGR Committee. A 3% increase was awarded to all staff, including the executive team, from October 2021, as a contribution to the rising cost of living.

In view of the nature of the charity, our principles are to pay our staff (and executive team) a fair salary that is competitive within the sector and proportionate to the complexity of each role's responsibilities in line with our charitable objectives. If recruitment has proven difficult, a market addition may also be paid, with the maximum pay no greater than the highest benchmarked salary for a comparable role.

### **Trustee induction and training**

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

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

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



## STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

### Annual Governance Statement

#### *Commitment*

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

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

Achieving good governance is an ongoing commitment, reflected in the fact that, within our 2018-22 Strategy, one of the tactics under the 'Strengthening Foundations' objective, is focussed on 'Maintaining Good Governance'.

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

#### *YST's Governance Framework*

The YST Board, which can have up to 12 trustees, administers the charity. It has three sub-committees:

- **Audit and Risk Committee:**
  - ◇ Responsible for overseeing all financial and audit aspects of the YST, including risk management and internal control systems, and for reporting back to the main Board.
  - ◇ Chaired by one of the trustees, with at least two other trustees as members.
- **Nominations, Governance and Remuneration Committee:**
  - ◇ Responsible for: leading the recruitment process of the Chair, CEO and trustees; overseeing and monitoring YST's governance framework and Board membership; determining the remuneration of the executive team and providing guidance on annual increments for YST staff.
  - ◇ Chaired by the Chair of the YST Board, with at least two other trustees as members.
- **Fund Development Committee (introduced in 2021)**
  - ◇ Responsible for: establishing and overseeing the implementation of a Fundraising & Business Development strategy, which contributes to the charity's overall strategy and Business Plan; and providing guidance on the potential for other opportunities, in terms of fundraising and business development.
  - ◇ Currently chaired by one of the trustees and comprising a minimum of six members, including at least one of each of the following: trustee, YSTe Board Director, independent representative and YST executive.

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

## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

### **Annual Governance Statement** (continued)

#### ***YST's Governance Framework*** (continued)

The Board met four times (virtually) in 2021: 3 February, 20 April, 5 July (including AGM) and 14 September, plus an overnight, face-to-face Board Retreat and meeting held on 16/17 November.

In 2022, they met on 1 February (face-to-face) and 21 April (virtual), and will also meet on 7 July (face-to-face, including AGM) and 20 September (virtual), with an overnight Board Retreat and meeting to be held on 16/17 November.

#### ***Governance actions***

The Senior Independent Director (SID) leads the annual evaluation of the Board. In 2021 we completed the improvement actions that were identified from the external evaluation of the Board, undertaken by Campbell Tickell in late 2020. These actions included: reviewing and updating the intragroup agreement between YST and our wholly owned, trading subsidiary, Youth Sport Trust Enterprises Ltd (YSTe); and annual, individual, 1-2-1 meetings between trustees and the Chair.

In October 2021, we undertook our annual, internal evaluation of Board performance, using an online survey which was completed by trustees. Questions were grouped into 10 categories:

1. Objectives
2. Strategy and Remit
3. Board Conduct
4. Board Membership and Executive Attendance
5. Performance Management
6. Risk Management
7. Stakeholder Relationships
8. Chair and CEO Relationship
9. Sub-Committees; and
10. Diversity and Inclusion.

The results were extremely positive, with an average score for each category of between 4.58 to 4.89 out of 5. The trustees met, in November 2021, to discuss the findings and, as a result, board meetings have been extended to 3 hours in length, to allow more time for in-depth discussion.

Following publication of the revised "Code for Sports Governance", we have undertaken an internal assessment of our level of compliance with the new and updated requirements. As a result of this, coupled with the findings from the Board evaluation, we have developed a Board Improvement and Governance Action Plan for 2022. This action plan encompasses undertaking a complete review of our governance documentation, including the following:

## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

### **Annual Governance Statement** (continued)

#### **Governance actions** (continued)

- Diversity & Inclusion Action Plan
- Business Continuity Plan
- Data Recovery Plan
- Succession Plans
- Stakeholder Engagement Strategy
- Environmental/Sustainability Policy.

Progress against this Action Plan is being monitored by the Board.

Our staff completed the annual, Best Companies 'b-Heard' survey in October/November 2021. Whilst the results were slightly down from the previous year, which was disappointing, we have achieved a position on the following three lists:

- 6<sup>th</sup> nationally in the Best Charities to work for.
- 18<sup>th</sup> in the Best East Midlands Companies to work for, and
- 34<sup>th</sup> nationally in the Best Mid-Sized Companies to work for.

Based on the findings from the staff engagement survey, an Employee Action Plan has been developed. Our Employee Forum is responsible for progressing this, working with our Senior Leadership Team.

The sustainability of our organisation and the wellbeing of our staff has continued to be a primary focus during 2021/22. Regular, online briefings have been delivered to the whole organisation, led by the CEO and members of the Senior Leadership Team, to ensure staff are kept informed and connected. We have also introduced a new Hybrid-Working policy.

Finally, extensive work has been undertaken over the last 12 months on the development of our new strategy. Consultations have been carried out with a range of stakeholders, both internal and external, to inform its development. Our new 2022-2035 Strategy will be launched in May 2022.

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

## **AUDITOR**

Buzzacott LLP were successful in their tender to provide audit services for 2022. They have indicated their willingness to continue in office subject to approval by the YST Board at the AGM.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR**

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

The Trustees Report and Strategic Report were approved on behalf of the board.



Mr Richard Davidson  
Chair of trustees

Date: 7-7-22



## Trustees responsibilities in the preparation of the financial statements 31 March 2022

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

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

In preparing these financial statements the trustees are required to:

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

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



## Independent auditor's report to the members of Youth Sport Trust

### Opinion

We have audited the financial statements of Youth Sport Trust (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated and Charity Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2022 and of the Group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

#### **Other information**

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

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

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

#### **Matters on which we are required to report by exception**

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' responsibilities set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company

law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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

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

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

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

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

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



**Independent auditor's report on the financial statements 31 March 2022**

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

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

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

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

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

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

**Use of our report**

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



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

Date: 14 October 2022

**Consolidated statement of financial activities (including income and expenditure account)**  
Year to 31 March 2022

	Notes	Unrestricted funds			2022 Total funds £	2021 Total funds £
		General funds £	Designated funds £	Restricted funds £		
<b>Income from:</b>						
Donations and capital grants	2	322,991	—	—	322,991	478,861
Charitable activities	3	41,283	—	10,620,952	10,662,235	8,129,718
Other charity trading activities	4	718,880	—	—	718,880	714,870
Investments	5	26,948	—	—	26,948	34,358
Other trading activities	6	254,009	—	—	254,009	152,508
<b>Total</b>		<b>1,364,111</b>	<b>—</b>	<b>10,620,952</b>	<b>11,985,063</b>	<b>9,510,315</b>
<b>Expenditure on:</b>						
Raising funds		18,265	—	175,219	193,484	240,251
Charitable activities	7	414,580	116,799	10,013,102	10,544,481	7,484,369
Other trading activities	6	178,899	—	—	178,899	100,054
<b>Total</b>	8	<b>611,744</b>	<b>116,799</b>	<b>10,188,321</b>	<b>10,916,864</b>	<b>7,824,674</b>
<b>Net income (expenditure)</b>		<b>752,367</b>	<b>(116,799)</b>	<b>432,631</b>	<b>1,068,199</b>	<b>1,685,641</b>
Transfers between funds	15	(1,038,454)	1,038,454	—	—	—
<b>Net movement in funds</b>		<b>(286,087)</b>	<b>921,655</b>	<b>432,631</b>	<b>1,068,199</b>	<b>1,685,641</b>
<b>Reconciliation of funds</b>						
Fund balances at 1 April 2021		5,460,599	759,883	3,836,699	10,057,181	8,371,540
<b>Fund balances at 31 March 2022</b>		<b>5,174,512</b>	<b>1,681,538</b>	<b>4,269,330</b>	<b>11,125,380</b>	<b>10,057,181</b>

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

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

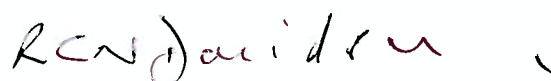
All recognised gains or losses are included in the above statement of financial activities.

**Balance sheet** 31 March 2022

	Notes	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
<b>Fixed assets</b>					
Tangible assets	11	89,089	70,583	89,089	70,583
Investment in Subsidiary	18	—	—	1	1
		<u>89,089</u>	<u>70,583</u>	<u>89,090</u>	<u>70,584</u>
<b>Current assets</b>					
Stock		15,402	5,934	—	—
Debtors	12	1,399,585	376,227	1,437,307	403,020
Short term deposits		9,107,750	9,753,904	9,107,750	9,753,904
Cash at bank and in hand		1,611,774	809,632	1,328,425	541,002
		<u>12,134,511</u>	<u>10,945,697</u>	<u>11,873,482</u>	<u>10,697,926</u>
<b>Liabilities</b>					
Creditors: amounts falling due within one year	13	(1,098,220)	(959,099)	(1,078,453)	(929,728)
<b>Net current assets</b>		<u>11,036,291</u>	<u>9,986,598</u>	<u>10,795,029</u>	<u>9,768,198</u>
<b>Total assets less current liabilities</b>		<u>11,125,380</u>	<u>10,057,181</u>	<u>10,884,119</u>	<u>9,838,782</u>
<b>Income funds</b>					
Restricted funds	14	4,269,330	3,836,699	4,269,330	3,836,699
Unrestricted funds:					
General		5,174,512	5,460,599	4,933,251	5,242,200
Designated	15	1,681,538	759,883	1,681,538	759,883
<b>Total funds</b>		<u>11,125,380</u>	<u>10,057,181</u>	<u>10,884,119</u>	<u>9,838,782</u>

The parent charity's net movement in funds for the year was incoming funds of £1,045,337 (2021 – incoming funds £1,695,534).

The financial statements on pages 33 to 53 were approved by the Board and authorised for issue on 7/7/2022 and signed on its behalf by:



Mr Richard Davidson  
Chair

Company Registration No. 4180163 (England and Wales)



**Consolidated statement of cash flows** Year to 31 March 2022

	Note	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	A	<b>181,990</b>	2,283,823
<b>Cash flows from investing activities</b>			
Interest from investments		<b>26,948</b>	34,358
Purchase of property, plant and equipment		<b>(52,950)</b>	(24,498)
<b>Net cash (used in) provided by investing activities</b>		<b>(26,002)</b>	9,860
Change in cash and cash equivalents in the reporting period	B	<b>155,988</b>	2,293,683
Cash and cash equivalents at the beginning of the reporting period		<b>10,563,536</b>	8,269,853
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>10,719,524</b>	10,563,536

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

	2022 £	2021 £
Net income for the reporting period	<b>1,068,199</b>	1,685,641
<b>Adjusted for:</b>		
Depreciation charges for amortisation	<b>34,444</b>	28,745
Interest from investments	<b>(26,948)</b>	(34,358)
(Increase) decrease in debtors	<b>(1,023,358)</b>	826,202
Increase (decrease) in creditors	<b>139,121</b>	(228,865)
(Increase) decrease in stocks	<b>(9,468)</b>	6,458
<b>Net cash provided by operating activities</b>	<b>181,990</b>	2,283,823

**B Analysis of changes in cash and cash equivalents**

	2021 £	Cash flows £	2022 £
Cash at bank	809,632	802,142	<b>1,611,774</b>
Short term deposits	9,753,904	(646,154)	<b>9,107,750</b>
<b>Total cash and cash equivalents</b>	<b>10,563,536</b>	<b>155,988</b>	<b>10,719,524</b>

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

### **General information**

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

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

### **Basis of accounting**

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

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

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

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

### **Basis of consolidation**

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

### **Income**

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

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

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

**Income (continued)**

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

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

Fundraising event income is accounted for on a receivable basis.

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

Investment income is recognised on a receivable basis.

**Donated services and facilities**

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

**Expenditure**

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

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

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

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

**Taxation**

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



**Irrecoverable VAT**

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

**Debtors**

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

**Cash and bank balances**

Cash and bank balances includes cash and short-term, highly liquid investments, with a short maturity of six months or less from the date of acquisition.

**Trade creditors and liabilities**

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

**Financial instruments**

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

**Tangible fixed assets and depreciation**

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

Fixtures, fittings and equipment	10 years
Computer equipment	3 years

**Leasing and hire purchase commitments**

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

**Accumulated funds**

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

Designated funds are those that have been set aside by the trustees for specific purposes to support the parent charity's mission.

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

**Accumulated funds** (continued)

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

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

**Going concern**

Covid-19 has continued to disrupt delivery of programmes during the current financial year as schools have been impacted by both teacher and pupil absenteeism. We feel that the impact of Covid-19 is subsiding and this will not be a cause for further significant disruption in the coming years.

The two major funders of YST are Sport England and The FA, and combined they account for 69% of this year's funding. Sport England have awarded YST a "system partner" role which provides longer term (5 years from the financial year 2022/23) upfront certainty of funding, and The FA are finalising their agreement to August 2023 at a similar level to 2021/22 and have given verbal comfort to 2023/24. This provides us with confidence that we will maintain our current income levels for the foreseeable future.

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

**Critical accounting estimates and areas of judgement**

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

The key estimates used are:

- ◆ Estimating the useful economic life of tangible fixed assets for the purposes of determining depreciation rates,
- ◆ The allocation of staff and support costs, and
- ◆ Estimating future income and expenditure for the purposes of the going concern assessment.

Notes to the Financial Statements Year to 31 March 2022

1 Comparative information – statement of financial activities

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2021 Total funds £
<b>Income from:</b>					
Donations and capital grants	2	209,899	—	268,962	478,861
Charitable activities	3	752,534	—	7,377,184	8,129,718
Other trading activities	4	714,870	—	—	714,870
Investments	5	34,358	—	—	34,358
Other trading activities	6	152,508	—	—	152,508
<b>Total</b>		<b>1,864,169</b>	<b>—</b>	<b>7,646,146</b>	<b>9,510,315</b>
<b>Expenditure on:</b>					
Raising funds		200	—	240,051	240,251
Charitable activities	7	1,039,192	167,712	6,277,465	7,484,369
Other trading activities	6	100,054	—	—	100,054
<b>Total</b>	8	<b>1,139,446</b>	<b>167,712</b>	<b>6,517,516</b>	<b>7,824,674</b>
<b>Net income (expenditure)</b>		<b>724,723</b>	<b>(167,712)</b>	<b>1,128,630</b>	<b>1,685,641</b>
Transfers between funds	15	330,858	(330,858)	—	—
<b>Net movement in funds</b>		<b>1,055,581</b>	<b>(498,570)</b>	<b>1,128,630</b>	<b>1,685,641</b>
<b>Reconciliation of funds</b>					
Fund balances at 1 April 2020		4,405,018	1,258,453	2,708,069	8,371,540
<b>Fund balances at 31 March 2021</b>		<b>5,460,599</b>	<b>759,883</b>	<b>3,836,699</b>	<b>10,057,181</b>

2 Donations and legacies

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Digital disadvantage	—	—	—	227,400
Garfield Weston Foundation	50,000	—	50,000	—
John Armitage	100,000	—	100,000	70,000
Sky	51,810	—	51,810	75,175
Other grants and donations	121,181	—	121,181	106,286
	<b>322,991</b>	<b>—</b>	<b>322,991</b>	<b>478,861</b>



Notes to the Financial Statements Year to 31 March 2022

3 Charitable activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Ministry of Housing, Communities & Local Government	—	—	—	247,079
Department of Education	—	296,458	<b>296,458</b>	300,000
Peoples Health Trust	—	—	—	173,529
Sport England	—	6,521,273	<b>6,521,273</b>	3,855,907
Home Country Sports Councils & Partnerships	—	280,641	<b>280,641</b>	198,922
Football Association	—	1,719,508	<b>1,719,508</b>	1,688,563
Spirit of 2012	—	280,950	<b>280,950</b>	177,547
The British Cycling Federation	—	—	—	6,654
Bupa Foundation	—	80,000	<b>80,000</b>	80,000
Activity Alliance	—	—	—	81,375
Co-op Foundation	—	31,695	<b>31,695</b>	31,695
Lawn Tennis Association	—	50,000	<b>50,000</b>	49,995
Wales FA	—	42,514	<b>42,514</b>	23,436
Lidl*	—	75,000	<b>75,000</b>	(80,322)
Nike	—	18,702	<b>18,702</b>	11,902
Futures For Somerset Limited	—	16,840	<b>16,840</b>	18,550
Suffolk County Council	—	26,698	<b>26,698</b>	115,324
Sir John Beckwith	—	26,850	<b>26,850</b>	—
Wimbledon Foundation	—	254,570	<b>254,570</b>	149,969
Sky	—	36,200	<b>36,200</b>	—
Chance to Shine Foundation	—	76,269	<b>76,269</b>	—
Sweaty Betty Foundation	—	86,305	<b>86,305</b>	—
Active Cornwall	—	86,178	<b>86,178</b>	—
Dorset County Council	—	100,000	<b>100,000</b>	—
Birmingham Education Partnership	—	52,351	<b>52,351</b>	—
Birmingham Organising Committee for the 2022 Commonwealth Games Ltd	—	75,000	<b>75,000</b>	—
CSM Sport & Entertainment LLP	—	61,737	<b>61,737</b>	—
Major League Baseball Europe Ltd	—	82,514	<b>82,514</b>	14,946
Haringey Council	—	48,999	<b>48,999</b>	—
HMRC Coronavirus Job Retention Scheme	39,033	—	<b>39,033</b>	752,534
HMRC Kickstart Scheme	2,250	—	<b>2,250</b>	—
Other charitable activities	—	193,700	<b>193,700</b>	232,113
	<b>41,283</b>	<b>10,620,952</b>	<b>10,662,235</b>	<b>8,129,718</b>

\*£80,322 was refunded to Lidl as delivery could not take place due to the Covid-19 pandemic.

4 Other charity trading activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Conferences/Membership & other	718,880	—	<b>718,880</b>	714,870

Notes to the Financial Statements Year to 31 March 2022

**5 Investment income**

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Bank interest – YST	26,922	—	<b>26,922</b>	34,234
Bank interest – Subsidiary	26	—	<b>26</b>	124
	<b>26,948</b>	<b>—</b>	<b>26,948</b>	<b>34,358</b>

**6 Other trading activities**

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Youth Sport Trust Enterprises				
Income:				
Net sales from trading activities	254,009	—	<b>254,009</b>	152,508
Expenditure:				
Net expenditure on trading activities	178,899	—	<b>178,899</b>	100,054

**7 Expenditure**

Charitable activities:

	Direct costs £	Support costs £	2022 Total funds £	2021 Total funds £
<b>Activity</b>				
Transforming PE	276,714	216,837	<b>493,551</b>	614,445
Removing Barriers	3,482,947	2,729,287	<b>6,212,234</b>	4,523,429
Unlocking Potential	1,334,351	1,045,617	<b>2,379,968</b>	779,519
Empowering Activism	531,084	416,165	<b>947,249</b>	1,255,766
Strengthening Foundations	286,766	224,713	<b>511,479</b>	308,215
Championing Research & Insight	—	—	<b>—</b>	2,995
	<b>5,911,862</b>	<b>4,632,619</b>	<b>10,544,481</b>	<b>7,484,369</b>

Support costs are allocated to charitable activities in proportion to the direct costs of activities.

**7 Expenditure** (continued)

Support costs consist of:

	<b>2022</b>	2021
	<b>Total</b>	Total
	<b>funds</b>	funds
	<b>£</b>	£
Salaries, consultants and associated costs	<b>4,172,305</b>	4,271,165
Staff recruitment, training and welfare	<b>80,975</b>	27,746
Travel and subsistence	<b>46,447</b>	773
Office and IT costs	<b>252,533</b>	182,063
Rent, rates and service charge	<b>94,609</b>	109,953
Insurance	<b>19,670</b>	20,052
Depreciation	<b>34,444</b>	28,745
Governance costs	<b>89,936</b>	96,909
Costs attributable to the trading subsidiary	<b>(158,300)</b>	(124,500)
	<b>4,632,619</b>	4,612,906

Salaries, consultants and associated costs include salaries for direct delivery and programme support staff.

**8 Total expenditure**

Total expenditure includes:

	<b>2022</b>	2021
	<b>Total</b>	Total
	<b>funds</b>	funds
	<b>£</b>	£
Staff costs (note 10)	<b>4,233,063</b>	4,410,798
Auditor's remuneration:		
· Audit – current year	<b>25,290</b>	32,235
· Other – tax services	<b>1,250</b>	2,474
Operating lease rentals – land and buildings	<b>41,253</b>	39,835
Operating lease rentals – other	<b>—</b>	3,123
Depreciation – owned assets	<b>34,444</b>	28,745

**9 Trustees and key management personnel**

None of the trustees (or any persons connected with them) received any remuneration during either year. Payments totalling £347 (2021: none) were made to three (2021: nil) trustees to reimburse expenses.

The charity has trustee indemnity insurance in place at a cost of £4,812 (2021: £3,310).

The total compensation, including employer national insurance and pension contributions, payable to key management personnel of the Group was £542,216 (2021: £608,636).



## 10 Employees

The average monthly number of employees during the year was:

	2022 No.	2021 No.
Programme delivery:		
- Direct delivery	58	63
- Programme support	14	15
Management and administration	32	34
	<b>104</b>	<b>112</b>

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

	2022 No.	2021 No.
Programme delivery:		
- Direct delivery	55	60
- Programme support	14	15
Management and administration	28	30
	<b>97</b>	<b>105</b>

	2022 £	2021 £
Employment costs		
Wages and salaries	3,691,404	3,852,459
Social security costs	346,847	357,383
Other pension costs	163,944	175,032
Apprenticeship levy	17,330	18,271
	<b>4,219,525</b>	<b>4,403,145</b>
Redundancy costs	13,538	7,653
	<b>4,233,063</b>	<b>4,410,798</b>

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

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

	2022 No.	2021 No.
£60,001 - £70,000	4	5
£70,001 - £80,000	—	—
£80,001 - £90,000	1	1
£120,001 - £130,000	1	1

The employer pension contributions in respect of the above employees were £21,645 (2021: £24,866).

## 10 Employees (continued)

### Volunteers

Alongside our Trustees and Patrons, in 2021/22 the YST benefited from volunteers in the following ways:

#### *School Games National Finals (SGNF)*

For the 2018 SGNF we had 282 volunteers. Due to Covid-19 restrictions, in 2021 we ran a reduced staffing team of 120 volunteers, made up of a variety of roles including:

1. Venue Volunteer Managers – oversee the volunteers in each of the Sport venues, give time over the full length of the SGNF and in multiple pre-event sessions and training.
2. Sport Specific Volunteers – undertake roles on court/competition field of play e.g., basket carrying/court mopping.
3. Event Volunteers – venue support.
4. Officials/Team Managers – officiate competitions and support the management of teams.

#### *Team Leaders 2021/22*

Over the financial year 2021/22, our team of 15 Team Leaders have had limited opportunities to support the organisation in our events due to the continuing impact of Covid-19. Despite this, Team Leaders have still supported the charity in several other ways and received both twilight and weekend training opportunities.

Three Team Leaders have continued to support the Girls Active Coaches Virtual Event Project Planning Group in to the 2021/22 financial year, to provide insight in how to shape the event to best suit young people attending in June 2021.

One Team Leader recorded a podcast to support the content for the Girls Active Coaches Virtual Event in June 2021.

Four Team Leaders and 7 volunteers (which included a Team Leader Alumni) were part of the Girls Active Coaches Virtual Event, where they supported young people attending the event virtually to maximise their participation across the 3 days of the event in June 2021.

Four Team Leaders have supported the delivery of two Welsh National Leadership Academy training weekends (1 face to face and 1 virtual) across the financial year, providing young people with support to their learning as part of the training.

One Team Leader supported the development and delivery of a workshop for the YST Annual Conference in early March 2022.

**10 Employees** (continued)

***YST Youth Board members***

Our Youth Board (comprising of 12 members) aims to give a voice to young people from every corner of society. The Chair of the Youth Board is also a trustee of the YST. The Youth Board has three main areas of responsibility:

- Advisory - advise on the direction of our work and how best to engage with young people
- Development – inform, influence and engage with YST so that we do the best we can for all young people
- Communications – showcase the work of the YST through key communication channels.

The Youth Board continue to have monthly meetings virtually. These regular meetings have helped keep the Youth Board connected and carry out their work for YST as the youth voice representation. Highlights of their contribution in the last year have been:

- Helping girls get active at the Nottingham Girls Active event for girls from ethnically diverse communities
- Coaching future wheelchair basketball stars get ready for school competitions
- Blazing a trail for equality of young women in football refereeing
- Hosting and presenting at a number of high-profile events including MP of the Year Awards
- Leading the way on local youth sports projects
- Influencing and shaping change in governing bodies of sport
- Meeting with the Children’s Commissioner
- Sharing the importance of youth voice at the first national Include Summit.

More information regarding the work of the Youth Board can be found here:

<https://www.youthsporttrust.org/about/our-people/our-youth-board>



**11. Tangible fixed assets – Group and Charity**

	Computer equipment £	Fixtures, fittings and furniture £	2022 Total £
<b>Cost</b>			
At 1 April 2021	421,815	243,199	<b>665,014</b>
Additions	52,950	—	<b>52,950</b>
Disposals	—	(309)	<b>(309)</b>
At 31 March 2022	<u>474,765</u>	<u>242,890</u>	<u><b>717,655</b></u>
<b>Depreciation</b>			
At 1 April 2021	374,984	219,447	<b>594,431</b>
Charged in the year	28,782	5,662	<b>34,444</b>
Disposals	—	(309)	<b>(309)</b>
At 31 March 2022	<u>403,766</u>	<u>224,800</u>	<u><b>628,566</b></u>
<b>Net book value</b>			
At 31 March 2022	70,999	18,090	<b>89,089</b>
At 31 March 2021	<u>46,831</u>	<u>23,752</u>	<u><b>70,583</b></u>

**12. Debtors**

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	<b>1,212,633</b>	211,965	<b>1,167,865</b>	202,924
Prepayments and accrued income	<b>164,219</b>	163,814	<b>164,019</b>	162,614
VAT repayment	<b>22,733</b>	448	<b>48,488</b>	—
Amounts owed by group undertakings	—	—	<b>56,935</b>	37,482
	<u><b>1,399,585</b></u>	<u>376,227</u>	<u><b>1,437,307</b></u>	<u>403,020</u>

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

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	<b>531,992</b>	375,139	<b>506,691</b>	356,008
Accruals and deferred income	<b>465,227</b>	321,031	<b>426,435</b>	275,781
Other tax and social security	<b>101,001</b>	262,929	<b>101,001</b>	262,929
Amounts owed to group undertakings	—	—	<b>44,326</b>	35,010
	<u><b>1,098,220</b></u>	<u>959,099</u>	<u><b>1,078,453</b></u>	<u>929,728</u>

All financial instruments are measured at amortised cost.

**13. Creditors: amounts falling due within one year (continued)**

	2022	2021
	£	£
Net movement and deferred income:		
Balance at 1 April 2021	—	—
Utilised during the year	—	—
Additional income deferred	<b>9,996</b>	—
Balance at 31 March 2022	<b>9,996</b>	—

**14. Restricted funds**

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

	Movement in funds			Balance 31 March 2022
	Balance 1 April 2021	Income	Expenditure	
	£	£	£	£
<b>Charitable activities</b>				
School Games	335,188	4,687,931	(4,176,781)	<b>846,338</b>
Barclays Girls Football School Partnerships by The FA	1,545,442	1,686,563	(1,809,616)	<b>1,422,389</b>
School Sport/Education & Delivery	455,125	1,811,912	(1,777,300)	<b>489,737</b>
Inclusion 2024	7,118	296,458	(290,670)	<b>12,906</b>
Digital Disadvantage	129,505	—	(75,271)	<b>54,234</b>
Teacher Training	188,521	—	(123,433)	<b>65,088</b>
Sport & Leisure Recovery Package	70,861	238,000	(194,960)	<b>113,901</b>
Connecting Communities Through Cricket – Breaking Boundaries	9,426	280,800	(225,811)	<b>64,415</b>
Set For Success	116,926	254,570	(138,735)	<b>232,761</b>
Integrated Communities	78,060	111,940	(60,957)	<b>129,043</b>
Fundamental Movement Skills	42,733	—	(11,931)	<b>30,802</b>
Mentally Healthy Schools	44,419	(21,053)	(23,366)	—
Serious Support	87,380	35,000	(69,788)	<b>52,592</b>
Active Healthy Minds	19,640	—	(19,640)	—
Empowering Girls	12,996	—	(12,996)	—
Dorset Healthy Movers	—	100,000	(35,049)	<b>64,951</b>
Other individual programmes <£100k income	693,359	1,138,831	(1,142,017)	<b>690,173</b>
<b>Total</b>	<b>3,836,699</b>	<b>10,620,952</b>	<b>(10,188,321)</b>	<b>4,269,330</b>

*School Games (Sport England)*

There are more than 21,000 primary, secondary and special schools registered and active in the national School Games programme. Support has continued for the network of 450 School Games Organisers through the delivery of virtual networking and face to face county meetings. There has been a review and repositioning of the School Games in 2021/22 to ensure it is a local programme, supported nationally, to tackle inequalities and improve physical literacy in children and young people who need the greatest support. There has been a heightened focus on continuing professional development (CPD) and localised coaching support, and updated systems and processes to support and embed the changes introduced through the repositioning work. Alongside School Games Organisers, YST has

**14. Restricted funds** (continued)

School Games (Sport England) (continued)

been working with Active Partnerships and National Governing Bodies, providing support and networking opportunities.

Developmentally, work has focused on multi-sport environments, positive experiences of competition, understanding physical literacy, creating active secondary schools and developing inclusive opportunities. There has been a significant emphasis on demonstrating impact on children and young person outcomes and bringing this to life through effective storytelling, using case studies and impact awards.

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

YST are working with The Football Association to grow and develop girls' football in schools in England, giving every girl equal access to football in school by 2024. This is through creating and supporting a network of 300 Barclays Girls Football School Partnerships (BGFSP) by England Football, to provide more opportunities for girls to participate, lead and compete in football, and learn through football as part of a broad and balanced curriculum offer. In addition to supporting the network, primary and secondary programmes, designed to help to create the change in schools, are available to schools who are part of BGFSP by England Football, as well as a digital offer, which is accessible by all schools in England, available at [www.girlsfootballinschools.org](http://www.girlsfootballinschools.org).

School Sport/Education and Delivery (Sport England)

The delivery is focused around addressing four key issues - gender gap in participation, lack of diversity in leadership and volunteering, young people facing mental health challenges and activity levels of those from lower socio-economic group (LSEG) communities. This year saw a hybrid approach to delivery and resulted in engaging more young people not previously engaging in PE, school sport and physical activity.

Inclusion 2024 (DfE)

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

Teacher Training (Sport England)

This project involves a consortium of five partners, working with schools to plan and implement projects which aim to develop and redefine physical education. Each project involves working with a group of secondary schools, which is led by a project lead, and supported by a senior leader from one of the schools.

Sport & Leisure Recovery Package (Sport Wales)

We have continued to build on our longstanding partnership with Sport Wales, which has focused on empowering young people to lead and take action themselves, as well as continuing to evolve and increase the engagement and impact within education through schools and school leaders. We have focused programmes and interventions on supporting



14. Restricted funds (continued)

*Sport & Leisure Recovery Package (Sport Wales) (continued)*

return to activity post Covid-19 through the delivery of targeted youth leaderships events: the Girls Active-Watch Her Go programme, Active in Mind and the Young Ambassador programme, including delivery of National Gold and Silver Conferences and training events alongside a National Leadership Academy.

Our Active in Mind delivery as part of the Winter of Wellbeing had a focus on supporting young people who need it most post Covid-19.

*Digital Disadvantage (Sir John Beckwith & Supporters)*

The purpose of this project is to support young people affected by digital disadvantage through provision of iPads to drive educational outcomes and physical activity habits.

*Connecting Communities Through Cricket – Breaking Boundaries (Spirit 2012)*

Breaking Boundaries aims to socially connect young people, their families, and communities together, through regular cricket and multi-sport engagement, fostering mutual respect and friendships by playing, spectating and volunteering.

*Set For Success (The Wimbledon Foundation)*

This programme is a youth leadership intervention delivered in the 2020/21 and 2022/23 academic years. The project is in four local authority areas in the first instance, in Nottingham, Portsmouth, Knowsley/Liverpool and Cardiff/Newport, which were identified due to the percentage of young people leaving school who are not in education or training (NEET). The first year of the programme spanned two academic years due to the impact of Covid-19. The programme will aim to provide young people with the inspiration, confidence, and skills to support them into further education or employment. In addition, it connects schools with their local communities, where there may be potential employment or education opportunities.

*Integrated Communities (Sport England)/ Birmingham 2022 Commonwealth Games Youth Engagement*

This project aims to encourage social integration using the power of sport and the Commonwealth Games 2022 as a catalyst for young people and their families across Birmingham, twinning schools who are very different to each other.

*Fundamental Movement Skill (Nike)*

YST and Nike have created a movement for sport play-kit for teachers and coaches which provides 14 fun and progressively challenging activities for children aged 8-12 years to ensure that children develop a full range of movement skills, in terms of their stability, locomotion and object control. It helps teachers and coaches assess the movement

patterns of children and to then use this information to create an environment that engages children through fun activities, which then develop movement patterns that will develop their confidence and competence in accessing and participating in physical activity.

Phase one, was the creation of the tool kit - 14 activities, assessment criteria and QR codes.

**14. Restricted funds (continued)**

Fundamental Movement Skill (Nike) (continued)

The second phase of development is creating a digital experience/app to pilot the use and impact of the tool.

Mentally Healthy Schools (NHS Greater Manchester)

This programme aims to support schools in creating a mentally healthy ethos and connecting the physical with the social and emotional. The programme covers workforce development, strategic planning, mobilising young people, targeted sport interventions and one-to-one mentoring support.

Serious Support (Lidl)

Supported by Lidl, in partnership with the Ladies Gaelic Football Association, this programme looks to increase the number of girls playing sport and Gaelic football, to improve girls' physical, social and mental wellbeing and to support schools, families and young people in understanding the value of sport. It also, in turn, looks to address the drop-off rate in sport participation amongst girls aged 11-14 years

Active and Healthy Minds (NHS West Lancashire)

This project aims to improve wellbeing through physical education and sport, using programmes such as Active in Mind, Young Mental Health Champions, My Personal Best and Raising Aspirations.

Empowering Girls (DCMS)

The Empowering Girls programme aims to improve the life chances of vulnerable girls by developing greater body confidence and self-esteem, improving emotional resilience, leading to better mental health and well-being, raising their aspirations for achievement, and improving confidence and empowerment around relationships and sexual health.

Dorset Healthy Movers (Dorset Council)

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

The project is being delivered across 19 early years settings (nurseries and pre-schools) in East Dorset and Bournemouth, Christchurch and Poole. Healthy Movers consists of physical resources, such as a tool-kit and wallchart, as well as training for practitioners in early years settings that focuses on physical literacy and parental engagement. This helps to develop the knowledge, skills and confidence young children need to develop physically, socially and emotionally and enables families to continue the activities at home.

### 15. Designated funds

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

	Balance at 1 April 2021 £	Utilised/ realised £	Transfer £	Balance at 31 March 2022 £
Operational and Innovation projects	168,981	(47,233)	219,790	<b>341,538</b>
Investment plan – Developing Systems & processes	590,902	(69,566)	818,664	<b>1,340,000</b>
	<b>759,883</b>	<b>(116,799)</b>	<b>1,038,454</b>	<b>1,681,538</b>

#### *Operational and innovation projects*

These funds have been spent on innovation, programme research and development, completion of work on our corporate website, intranet development and ongoing work on the Well Schools project. Further funds have been set aside to continue this work until completion.

#### *Investment plan*

The charity has completed its final year of the 2018-2022 strategy and have now developed a strategy spanning to 2035 called “Inspiring changemakers, building belonging”. The initial phase covers the period 2022 to 2025. The Board have approved an investment of £1,340,000 to progress key initiatives to deliver the stated strategic aims.

The designated funds have been set aside to carry out pilot projects, strengthen resources, investment in digital technology and carry out research and insight projects.

### 16. Analysis of net assets between funds

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

16 Analysis of net assets between funds (continued)

Group	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	70,583	—	—	70,583
Current assets	6,349,115	759,883	3,836,699	10,945,697
Creditors: amounts falling due within one year	(959,099)	—	—	(959,099)
	<u>5,460,599</u>	<u>759,883</u>	<u>3,836,699</u>	<u>10,057,181</u>
Charity	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	89,089	—	—	89,089
Current assets	5,922,615	1,681,538	4,269,330	11,873,483
Creditors: amounts falling due within one year	(1,078,453)	—	—	(1,078,453)
	<u>4,933,251</u>	<u>1,681,538</u>	<u>4,269,330</u>	<u>10,884,119</u>
Charity	General funds £	Designated funds £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	70,583	—	—	70,583
Current assets	6,101,345	759,883	3,836,699	10,697,927
Creditors: amounts falling due within one year	(929,728)	—	—	(929,728)
	<u>5,242,200</u>	<u>759,883</u>	<u>3,836,699</u>	<u>9,838,782</u>



**17. Commitments under operating leases**

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

Group and charity	Land and buildings	
	2022 £	2021 £
Amounts due:		
Within one year	<b>38,566</b>	33,759
Between two and five years	<b>154,262</b>	135,034
In over five years	<b>607,408</b>	565,455
	<b>800,236</b>	734,248

**18. Subsidiary undertakings**

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

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

The result for the year ended 31 March 2022 was a profit of £75,136 (2021: £52,578 profit). At 31 March 2022, YSTe had assets of £388,044 (2021: £320,262), liabilities of £146,783 (2021: £101,863) and shareholders' funds of £241,261 (2021: £218,399).

**19. Related party transactions**

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

	YSTi		YSTe	
	2022 £	2021 £	2022 £	2021 £
Sale of goods in year	<b>13,814</b>	17,126	<b>158,300</b>	125,020
Grants and donations received from related parties	—	—	—	—
Purchase of goods in year	<b>8,088</b>	7,266	<b>315,426</b>	262,956
Amounts due from related parties	<b>320</b>	18,719	<b>56,935</b>	37,482
Amounts due to related parties	<b>2,329</b>	5,766	<b>44,326</b>	35,010

**19. Related party transactions** (continued)

During the year, fees totalling £1,997 (2021: £3,083) have been charged by Winckworth Sherwood LLP in relation to legal services. One of the partners of Winckworth Sherwood LLP is the spouse of B Richards, a trustee.

During the year, fees totalling £14,586 (2021: £nil) have been paid to Jam37 in relation to consultancy services provided. The owner of Jam37, Joanna Coates, is also a trustee.

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