



NATIONAL CITIZEN SERVICE TRUST

BOARD MEETING MINUTES

Date	21 March 2024 14:00 Start 18:00 Close		
Location	A physical meeting, held at Norton Rose, London, 3 More London Pl, London SE1 2AQ		
Participants	Harris Bokhari (Chair) Mark Gifford (CEO) Catrin Anderson Jess Evans (Youth Rep) Adnan Shafi (Board apprentice)	Tristram Mayhew Duncan McCourt Jonathan Freeman Lamin Tarawally (Youth Rep)	Deborah Tavana Amanda Timberg Darren Xiberras Rachael Oloyede (Youth Rep)
In attendance	Executive Team Amanda Best Jo Hutchinson Sarfraz Nawaz Adrian Ruddock Hannah Stoddart	NCS Trust Sophie Bunte (item 7) Michael Devlin Sarah Knight Lisa Mullen	Government Rep: Laura Jackson Michael Livingston
Apologies	Kelly Holder Ndidi Okezie (ext member) Jacquie Nnochiri		

1. Welcome	<p>1.1 Mr. Bokhari opened the meeting and facilitated a round of introductions. Mr. Bokhari noted today's meeting will be Mr. Tarawally's last during his term as Youth Co-Chair, and Ms. Jackson's last following her term as Government Representative. Mr. Tarawally and Ms. Jackson will be succeeded by Ms. Oloyede and Mr. Livingston respectively. Both were thanked for their service. Ms Jackson put on record her thanks to the Board on behalf of DCMS.</p> <p>1.2 Apologies were noted as above, for Ms. Holder, Ms. Nnochiri and Ms. Okezie.</p> <p>1.3 Mr. Bokhari highlighted the Conflicts of Interest register. All board members were asked to review and update Ms. Knight of any changes or corrections.</p>
2. Youth spotlight (Youth Representatives)	<p>1.1 Ms. Oloyede introduced herself as the new Youth Co-Chair working alongside Ms. Evans, setting out her experience to date and key priorities ahead.</p> <p>1.2 The board heard that powerlessness and apprehension for the future were key concerns among young people, noting that only 1 in 10 decision makers take youth priorities and opinions into consideration. NCS was leading the way through the Youth Advisory Board, involving young people in key internal processes such as strategy development workshops, allowing young people to host high profile events, and remunerating them for their time. However, it would be key for NCS to avoid complacency in this area, continuing to bring youth voice into decision making and convincing others to do the same. It was noted that digital strategy development was a key area in which to involve young people and the Trust was applauded for the work it had done on apprenticeships.</p>



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Corporate items	
3.	<p>CEO Report - presented as tabled, with the following points discussed:</p> <p>3.1 Numbers are looking strong for 2024-2025, with 18,000 sign ups so far, and formal requests to increase numbers already received;</p> <p>3.2 Costs have been well controlled, with financial position and accompanying narrative shared with DCMS on an ongoing basis;</p> <p>3.3 With an upcoming general election NCS was managing events carefully, ensuring transparency with the DCMS sponsor team. The attendance of Minister Andrew and MP Lilian Greenwood MP at the recent partner conference was positively noted;</p> <p>3.4 Capability building within the NCS supply chain remained an important priority going into the next financial year;</p> <p>3.5 Impact and lessons learned across individual service lines would need to be closely monitored as NCS continued to build a new product portfolio. In particular, there was a discussion on the impact of digital and the balance between larger reach vs deeper impact, and the longevity of this impact;</p> <p>3.6 While NCS' universality was a key principle, targeting the hardest to reach remained a key priority and 53 areas had been identified where larger proportions of funding and NCS places would be allocated.</p>
Items for consideration	
4.	<p>Impact - presented as tabled, with the following points discussed:</p> <p>4.1 Interim evaluation findings will be available in May, including a short term impact evaluation for years 1-2 and longer term findings for year 3. Data would be input into learning loops with findings fed back into programme delivery and partners engaged in "lessons learned" sessions;</p> <p>4.2 Evaluating longitudinal impact remained a key priority and the feasibility of a "5 years on" study including deeper benchmarking was being evaluated;</p> <p>4.3 Work was ongoing to adjust impact measurement for the portfolio model to accommodate changing customer journeys with a mechanism now in place to monitor both multi-service and single service line engagement.</p>
5.	<p>Growth - presented as tabled, with the following points discussed:</p> <p>5.1 Growth could be defined in numerous ways; not just through numbers, but also growing funding (both government and non-government income), as well as partnerships and reputation. It would be important that impact should be considered hand in hand with these categories. Growing non-government income was currently the key priority;</p> <p>5.2 A new post of Head of Business Development had been created with the responsibility of defining the strategy for income generation, translating this into an action plan and setting KPIs. It was expected that this role would provide a position return on investment;</p> <p>5.3 Corporate days were suggested in order to generate interest and break into wider commercial growth opportunities.</p> <p>5.4 Action: Board members to liaise with Ms Knight if they can support a steering group on income generation</p> <p>5.5 Action: Ms Jackson to facilitate introductions to other ALBs on their own income generation journeys.</p>
6.	<p>Alumni - presented as tabled, with the following points discussed:</p> <p>6.1 The Trust could have taken more steps to establish a stronger alumni community however this had not been prioritised in light of many competing priorities;</p>



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	<p>6.2 The Youth Advisory Board was eager to understand more about plans in this place; recognising that immediately post-NCS is a busy time for YP with major commitments (apprenticeships; university etc) and thus wider buy-in and commitment needed to be better understood;</p> <p>6.3 The problem that is being solved through NCS developing its alumni networks needed to be better clarified; for example; would it link to NCS' key objective around social cohesion and continued strengthening of bonds after the programme had finished; would alumni serve an ambassadorial function?</p> <p>6.4 Appropriate benchmarking, capability analysis and resourcing would need to be considered in a full proposal on whether to put in place an alumni offering. In addition the name of the offer would need fuller consideration, with "network" touted as an alternative example.</p> <p>6.5 ACTION: ELT to scope alumni proposal and revert to the June 2024 board meeting for a go/no go decision.</p>
7.	<p>2025 Strategy</p> <p>7.1 Accountabilities in strategy development and sign off were briefly outlined across the Government, Board and Executive team.</p> <p>7.2 The strategy development process had progressed as set out at the January board meeting, including workshops with young people, the executive team and other key stakeholders. The board subgroup had met in addition to one-to-one board interviews.</p> <p>7.3 Key themes from the workshops so far were set out to frame discussions, including but not limited to: transition to adulthood, social cohesion, employability, skills, active citizenship, mental health and wellbeing.</p> <p>7.4 Board members were invited to join breakout sessions to discuss themes in more detail.</p>
8.	<p>Regular Governance</p> <p>8.1 The 30 January 2024 board minutes were approved.</p> <p>8.2 ARC minutes from 9 November 2023 (approved by the ARC on the 14 March 2024) were noted by the board.</p> <p>8.3 Two open actions on the board action log were discussed and agreed as closed, with no further outstanding actions to report.</p> <p>8.4 Reports were delivered from Youth Advisory Board and Committee chairs.</p> <p>8.5 The Modern Slavery Policy and Delegation of Authority Policy were approved.</p> <p>8.6 Risk Management, Risk Appetite and Travel & Expenses Policies, which had been approved by ARC on 14th March 2024, were noted by the Board.</p>
9.	<p>AOB</p> <p>9.1 Mr. Gifford noted that today will be Ms. Knight's last meeting before she departs for maternity leave and thanked her for her support.</p>
10	A private meeting of the NEDs took place.
11	The meeting closed at 18:00



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Signed by the Chair:

Hams Bokhari

Date signed:
11.07.2024