

NATIONAL CITIZEN SERVICE TRUST

Annual Report
2020/2021



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**Annual Report
2020/2021**



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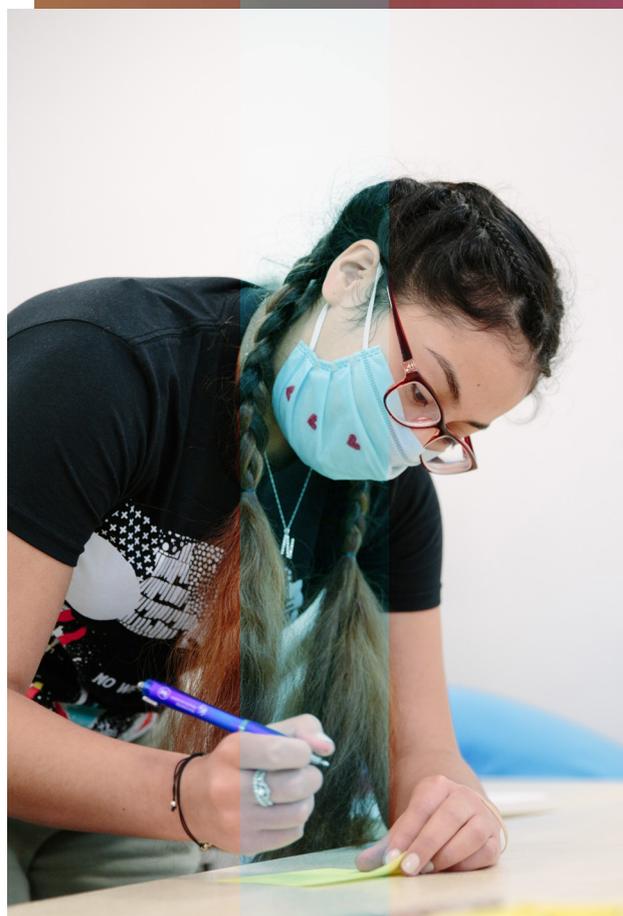
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Foreword from the Chair

For all of us, FY 20/21 has been a year like no other. Starting with the first lockdown in March 2020, school and nursery closures, the memorable #BlackLivesMatter protests following the death of George Floyd, the nation rallying around Captain Sir Tom Moore, his subsequent death and that of The Duke of Edinburgh, further lockdowns and then thankfully, an effective vaccination programme and a light at the end of the tunnel.

But there have been so many casualties, among which I count not only at least 133,000 people who have sadly lost their lives from COVID-19, but also their bereaved friends and families, and those who have had their plans, jobs and livelihoods severely impacted or destroyed by the economic and social cost of this pandemic.

At NCS Trust, we are especially aware of the young people who have lost out this year. Lost out on their formal education, of course, but also lost out on those enriching and formative 'rites of passage' experiences that are so crucial in shaping them into connected, confident and caring citizens. And as we witness an economy and a job market under immense strain, it is exactly these sorts of 'out of classroom' skills that make young people 'world-ready and work-ready' and are now more important than ever.

As the Chair of the Board of NCS Trust, I speak for all of our Board members in emphasising how passionate we are about ensuring this next generation is not the **'lost generation'** as it has been called by some in the media, but the **'next greatest generation'**. We will put all of our strength, skills and resources into ensuring that

NCS provides young people with the tools and opportunities that they so sorely need at this time.

I am immensely proud of the work that Mark Gifford, our CEO, has achieved in his first year in office, having joined on 3 March 2020. Mark oversaw a huge pivot in the NCS offering, in order to serve young people in new and innovative ways during the pandemic, through digital and remote opportunities, support to schools and the Trust's 'Keep Doing Good' summer initiative.

This has meant that over 85,000 young people have still been able to take part in NCS this year. I have been uplifted by the stories I have heard from the NCS frontline, of young people befriending and supporting those who are shielding, developing the **'Life after Lockdown' podcast**, volunteering in charity shops and much, much more.

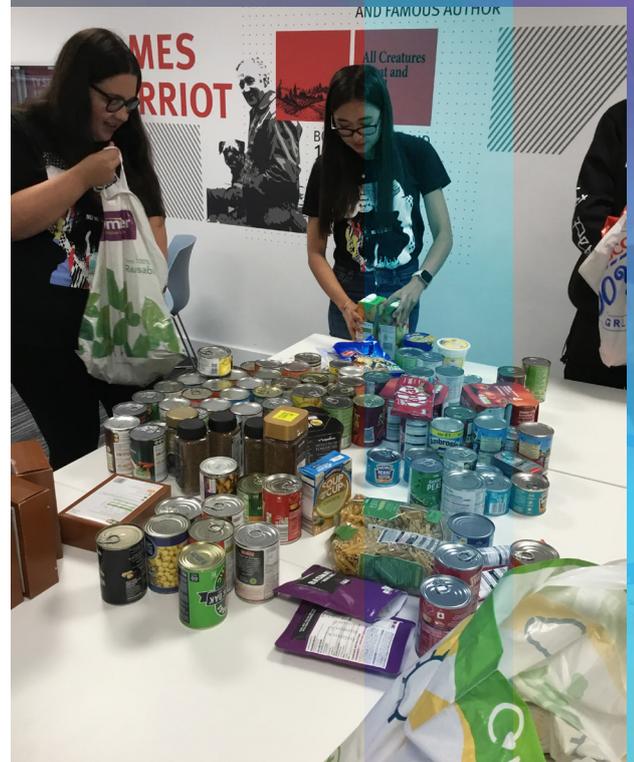
Mark and his team have worked hard to transform the Trust whilst navigating the challenges of the COVID 19 pandemic, implementing a wide range of improvements to ensure better quality and value for money. During 2020/21 we have successfully launched a cost optimisation strategy to enhance our portfolio during COVID 19 and reposition our resources to deliver a platform for sustainable growth. Our Trust cost savings of £14.9m within the year equate to a 38% saving and have been embedded through re-prioritisation of spend, zero based budgeting and increases in efficiency. There is more opportunity within 21/22 to reshape our cost base and services to broaden our depth and impact.

I am also tremendously excited to see the Executive's plans for the future of NCS via its new diversified offering, introducing new and more varied opportunities to support young people, whether that's through a transformed version of the traditional summer and autumn residential programmes, year-round social action via **Changemakers**, direct support to schools with their spiritual, moral, social and cultural offerings as well as closer working with the wider youth sector and the Government's Kickstart employability programmes.

I am excited about these changes which the NCS Board believes represent a huge opportunity to support young people in critical ways during this extraordinary time, allowing them to be a key force in 'building back better' from the pandemic and emerging from it as connected, confident and caring citizens.



Brett Wigdortz OBE, Chair



CEO/Statement

I write these words in extraordinary times, as the country still grapples with the ongoing impact of COVID-19. Joining NCS Trust as CEO in March 2020, little did I expect my priorities to be dominated by the impact of a global pandemic. I joined because I profoundly believe in the difference NCS can make to the lives of young people. The events of my first year in role have confirmed this, and have also shown that NCS Trust has a significant role to play in this generation's recovery from the pandemic. To do so will require that we build on our successes, but not shy away from change. **Now is the time to support and strengthen traditional approaches that bind and empower local communities, and also to invest in doing things differently, solving problems with innovative approaches in order to build back better.**

This annual report sets out what we have achieved, but also looks to the future, recognising that the context in which we operate and the needs of society and young people have changed. One thing remains constant and at the very heart of why we exist: our passionate commitment to making a positive and meaningful impact on the lives of the young people of England. What is still relevant and timeless, is our vision of 'a country of connected, confident, caring citizens where everyone feels at home'. We know we can provide an opportunity for every teenager to grow and flourish, and to feel their country is behind them, and cheering them on. We will support young people to be more confident and resilient and to feel part of our society with a lifelong commitment to being an active member of it - to be truly a national citizen.

Despite having to cancel our usual residential programmes across the summer due to lockdown, we rapidly created and curated digital content to keep teenagers informed, engaged and entertained across a year when their normal lives were abruptly and unexpectedly put on hold. This report, along with recently published Evaluation reports, demonstrates our impact.

Since the programme began, NCS has benefitted over 600,000 young people across the country, with some clear and strong independently evaluated metrics:

- » We return **£3.49** of benefits to society for every **£1** spent
- » Young people on NCS have given over **15 million hours** of volunteering
- » **70%** of participants felt more confident about getting a job in the future
- » **78%** of participants felt more positive about people from different backgrounds
- » Two years on, participants were ahead of peers on key works skills
- » NCS has a greater positive impact on female participants, those from disadvantaged backgrounds, those who are disabled and those from ethnically diverse backgrounds
- » For disadvantaged teens - access to university is +12% & higher education +50%, after participating in NCS

NCS alumni on average volunteer for 7 hours a month more than their peers

We have brought new partnerships into the sector, and now work with over 120 network partners nationwide. This model ensures that our delivery is rooted in local communities across the country, broadening our reach to make sure we are relevant to all young people, particularly those most disadvantaged. Local delivery, supported by national coordination, enables a balance between tailoring to the needs of each community and providing sector-leading programme support services. We use technology to drive consistency and impact, and we are experts in contract management and commissioning, and recognised best-in-class at safeguarding.

Our brand and 'No We Can' campaign have given clear vision and ambition to what we offer young people, their parents and other stakeholders. Ours is an important, inspirational youth brand that continues to grow brand love among young people..

As a Royal Charter organisation we use our relationship with the Government to help it achieve its levelling-up goals whilst supporting young people and understanding their needs, as recently demonstrated with our youth sector report on the impact of COVID 19.

Summer 2020

In an extraordinary summer we rose to the challenge of lockdown, using our infrastructure and expertise to support young people and make a difference to their communities. Our partnerships and networks enabled us to pivot and repurpose them for the benefit of the country. This ability to respond quickly to the unexpected is something we will continue to develop so we can support society and young people.

In Summer 2020, without a residential programme, we repurposed our offering.

We launched '**Staying Connected**', our digital offer, on 20 April to 'inspire, inform and entertain' young people. We created and curated new and original content and have had over 1.3 million unique engagements with it so far.

We initiated '**Keep Doing Good**' so young people could take part in helping their local communities and the country. Working with our national network of partners we brought together young volunteers to work in charity shops, to offer help to those lonely and vulnerable, to register on their 17th birthday to give their first pint of blood in partnership with NHS Blood Donation and many other local and community activities.

We supported schools and colleges with our '**Skills Booster**' initiative, working closely with the Department for Education as one of its strategic partners. We continue to offer a variety of interventions to help Year 11 & 12 return to education after lockdown, especially focusing on opportunity or disadvantaged areas. We are supporting rebuilding relationships, offering

employability skills and life skills like resilience and confidence so teens become '**world-ready and work ready**'.

We delivered our strongest ever autumn, supporting over 16,600 young people through autumn activities and with over 300,000 hours of social action and volunteering in support of local communities being delivered.

Centrally, we have cut costs by almost 38%, improved Compliance and Risk Management, and built better relationships across Government and within the Youth Sector.

The year ahead

In the year ahead, we will be delivering a transformed NCS. We will be evolving from 'a moment to a movement', from a single product offering to a portfolio of services and experiences. We will deliver year-round access to young people so that they can engage with NCS in the way that best suits their individual needs and circumstances. As part of this we will be supplementing our part-residential programme with new offerings: regular Changemaker groups in every Local Authority; Skillsbooster content delivered in schools and colleges; Kickstart employability support; and the UK Year of Service pilots, all underpinned by an enhanced digital experience.

Summary

Our vision remains relevant and unchanged, and this annual report evidences the positive impact we have had on young people across the country, especially those most in need. Our repurposed summer shows we can be agile and flexible, supporting the needs of young people and of society. NCS exists and is proven to bring people together, cross divides, build confidence and equip young people for adulthood. This annual report demonstrates our ability to deliver against this and our readiness to move forward to make our ambitious vision a reality. The future will not be without its challenges, but I believe it can be a bright one for the young people who benefit from the NCS experience and are the future national citizens of our country, our 'next greatest generation'.



Mark Gifford, Chief Executive

Performance Report

Performance Overview

Purpose of this section

This performance overview provides an overview of NCS Trust, including its purpose, activities, and strategic objectives. It also provides a summary of organisational performance and key risks and issues.

Overview of NCS purpose and activities

NCS exists to bring people together, cross divides, build confidence and equip young people for adulthood, irrespective of their socio-economic background. NCS believes that all young people deserve to reach their potential, and aims to build self-belief through an education beyond the classroom.

NCS is run by NCS Trust, a body incorporated by Royal Charter pursuant to the National Citizen Service Act (2017) and is governed by a diverse board of trustees. The NCS programme is almost entirely funded by HM Government, through the Department for Digital, Media, Culture and Sport (DCMS) and the responsibility for commissioning and overseeing the delivery of the NCS programme belongs to the Trust.

Strategic objectives

Our vision and mission have remained constant.

Our vision: A country of connected, confident and caring citizens where everyone feels at home

Our mission: To inspire generations of citizens through a shared experience that develops character and bridges social divides

We believe that as a normal part of growing up every young person should have:

A socially mixed experience: young people from all backgrounds working together physically and virtually, forming friendships and breaking down barriers

A skills based offer: to enable young people to become **'world-ready and work-ready'**

A social action opportunity: helping serve the community where they live

A trip away from home: at least four nights away to challenge and stretch young people

We believe that these experiences should be **available to all** - accessible, all-embracing and inclusive.

Our Services

NCS encourages social cohesion by bringing young people together in common purpose for an experience which challenges, motivates, and inspires them to celebrate differences whilst being active members of their community - to become true national citizens. The core part-residential programme which we have offered since our inception sees participants build a team, learn life skills, and take part in a social action project in their local community. For 2021 delivery and beyond, we have taken the themes, activities, and building blocks of this formative experience and reshaped them into a broader range of services, offering young people more opportunities to benefit from an NCS experience.

NCS Connect and Connect Plus

Self-serve online content and online 'programmes' which take a cohort through workshops and projects

NCS Skills Booster

Delivery of NCS content in schools and other education settings

NCS part-residential experiences

Two-three week experiences that involve a trip away from home

NCS Changemakers

Accessible monthly community action groups in every local authority

NCS Futuremakers

Six-twelve month employability programmes combining work placements and social impact

Youth Voice Opportunities

Amplifying the voices of young people through youth boards, workshops, events, campaigns

Organisational structure

NCS Trust is led by the NCS Trust Board, which oversees its activities. On a day-to-day basis, the Executive manages the Trust's affairs. A high level summary of the Trust's structure for the period FY20/21 is included below.

Changes to the Senior Leadership Team structure, reflecting the Trust's ongoing commitment to improving its governance and effectiveness, and setting it up for future success, were introduced shortly after the reporting period. Further information can be found in the 'Corporate Governance' section under 'Senior Leadership Team'.



Performance Summary for 2020/21

A full study of the Trust's performance against its objectives is included in the 'Performance Analysis' section. Due to COVID-19 and related lockdown restrictions, NCS was unable to run its usual residential programmes and activities during 2020, and as a result our usual reporting against a set of KPIs became redundant. Instead, a set of alternative objectives were agreed with DCMS following the submission of a business case. Contracts were repurposed, and alternative services were delivered to support young people, schools, and communities. These comprised three strands: Staying Connected - a central online hub of resources and content; Keep Doing Good - volunteering and social action opportunities; and Moving Forwards - supporting young people in the return to education. Highlights include:

Staying Connected: 297,000 young people engaged with short-form, snackable content across the hub on the NCS website providing them with access to articles, features and stories that aligned with core elements of the typical NCS curriculum.

Keep Doing Good: NCS participants gave over 500,000 hours of social action and/or volunteering in support of local communities during the pandemic (200,000+ hours during the summer Keep Doing Good programme, and 300,000+ hours during autumn 2020). Almost two in three (63%) young people taking part in 'Keep Doing Good' said they were likely to continue volunteering locally. Three in four had also encouraged friends or family to volunteer.

Moving Forwards: NCS supported over 16,600 young people through its autumn activities, 85% of whom found their experience worthwhile.

Examples of what our amazing participants and alumni have achieved

Here are some examples of the incredible, worthwhile work our network and young people have done in their communities as part of Keep Doing Good. Their stories bring to life our '**No, We Can**' mindset, particularly in face of the challenges posed by the COVID-19 pandemic.

Staying Connected

Writing letters to those who might be lonely

"I wrote a blog post for Staying Connected. My Regional Youth Board (RYB) were doing virtual challenges on Instagram to keep people busy during lockdown, one being 'write a letter to someone in need'. My RYB coordinator and another guest in a meeting had asked me if I would be interested in writing the post. It was really lovely and warming to know that my experience of writing a letter could be shared and have a positive domino effect on other writers and recipients of letters, inspired by my blog post. I hope my content raised people's spirits and made them feel less alone in such an isolated, uncertain time. I was honoured to be asked to write for the blog. It gave me a fun project over lockdown and allowed me to reflect on what I had done, which made me realise that my social efforts paid off."

- Holly, NCS Grad

WRITING LETTERS TO THOSE WHO MIGHT BE LONELY

By NCS 18/05/2020

Include this article in your [Skills Builder Journal](#). It could help you develop... 

We know how important it is to stay in touch with our pals, now more than ever. But what about those people who may not have family or friends to check in on them? Or who might just be feeling a little lonely right now? NCS Grad Holly shares her advice on how to write letters to those in need...

Whether it's a quick message to your friend or a letter to a relative in a care home, I'm here to give you my top tips on writing to someone at this strange time.

Recently, I wrote to two of my local care homes to see how the residents were doing. They're isolated most of the time (not just during quarantine) so being alone is, sadly, part of their daily lives, and I thought a nice letter could brighten their day.



This piece has been viewed **3,531** times with an average dwell time of **2 minutes 14 seconds**.

Keep Doing Good

Gateshead Uniform Donation Scheme Groundwork North East, Gateshead, North East

From their own experiences, a team of inspiring Gateshead teenagers knew that many local families struggle with the affordability of school uniforms. With the COVID-19 pandemic affecting jobs and financial security, they realised the situation would only worsen - that the affordability of uniform would be a big issue as children returned to schools after lockdown, and could even be a barrier to some returning to the classroom.

With this in mind, they spent their summer running a uniform donation service, collecting any outgrown or surplus items, and making sure those most in need received them. Beyond the financial benefits, the scheme also prevents unused clothing from entering landfill, so is great for the environment too.

17 year old **Morgan Harwood** opened up about how he'd been made redundant from his part-time job at a fashion store during lockdown. He said: "With no sixth form and no work, I had hardly anything to do. Volunteering has been great - it feels like I'm working again. This was a brainstorm idea before lockdown, but with COVID-19 we decided to kick this into high gear because lots of people might have fallen on hard times. Uniforms, when kids go back to school, can be really expensive. We wanted to make a change."

In the first week of launching the Gateshead Uniform Donation Scheme, the teens saw their social media posts shared almost 400 times and they received over 500 donations.

The team continued volunteering across the summer. **Now they are working with community centres to set up donation hubs and are in touch with local schools to ensure that the supplies go to those that need help.**



Bradford mural spreads positivity amidst the COVID-19 pandemic

**Bradford City FC Community Foundation,
Bradford, Yorkshire & Humber**

A group of young people spent part of their summer designing a mural as part of Bradford's City of Culture bid, to brighten up public areas of Bradford and to celebrate the key workers who went above and beyond during the pandemic. The mural was requested by train operator Northern and has been enjoyed by the Bradford community since October 2020.

Despite West Yorkshire being particularly hard hit with local lockdowns, our young people made a positive and valuable impact amidst one of the most difficult times they and the area have faced.

Team member Shamza Butt, 16, said: "The mural had to represent the diversity of Bradford, young people and celebrate the key workers who have helped us through the pandemic."

Komal Iqbal, 16, added: "We are hoping that the mural will help change perceptions of Bradford and show people that visit that Bradford is a welcoming and wonderful community! We hope the mural inspires people to be proud of Bradford."

Moving Forwards

**COVID-19 Multilingual Health Messaging
EFL Trust - Brentford, London**

Young people in Ealing developed short public health videos which highlighted the importance of wearing a face covering, social distancing and self-isolating if local residents displayed any COVID-19 symptoms.

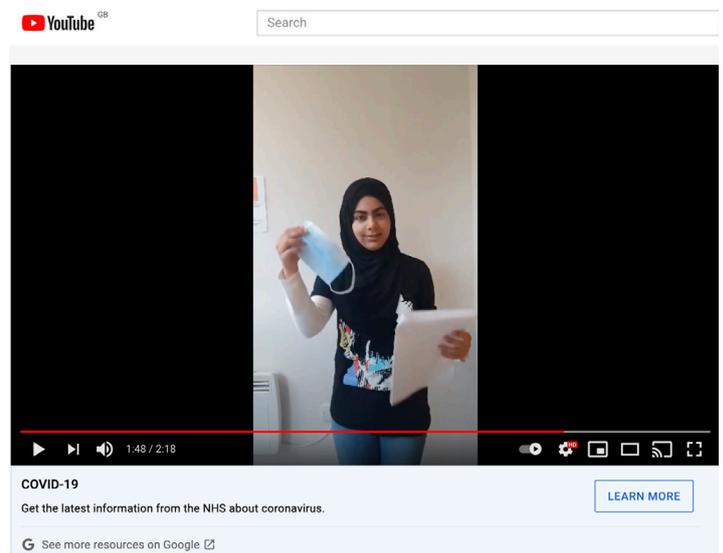
Some of the young people involved were bilingual so they also translated the public health messages into Tamil, Urdu and Arabic for local residents.

Brentford FC player, **Sergi Canos**, also joined the youngsters in highlighting the importance of the guidelines through a recorded message of his own which was shared on Twitter.

"I'd like to thank everyone that's taken part and please do watch their videos and follow the latest public health guidance, so that we can all work together to keep Ealing and London safe."
- **Councillor Binda Rai, Cabinet Member for Health and Adult Services.**



"It was great working with Ealing Council as it made us aware of their effort to tackle the spread of the virus. Having a focus group enabled us to understand what young people were thinking about during the pandemic and we drafted our messages based on their ideas." - **Prabhpreet, Team Leader**



At the Trust:

Key Achievements

The amazing stories of our participants on the front-line will always be the Trust's most important achievement. However, we are also proud of some of the work we have been doing within the Trust itself, to improve impact, efficiency and value for money.

NCS Programme, COVID-19 response and evolving strategy

- Managing the COVID-19 response programme to include five new workstreams: Staying Connected, Getting Our Voice Heard, Keep Doing Good, Moving Forwards and Commercial
- Ensuring the programme ran safely with tight board and committee oversight on safeguarding - no issues happened this year
- Building on the success of our revised 2020 delivery to develop our multi-service year-round offering
- Positive findings from our Keep Doing Good evaluation of Summer include:
 - » Over 6,800 young people took part, donating over 200,000 hours of social action/volunteering
 - » 95% of young people surveyed found their Keep Doing Good experience worthwhile (scoring 7 or above out of 10)
 - » Nine in 10 participants felt they had developed skills that would be useful to them in the future
 - » Keep Doing Good has helped to create more confident, connected and caring citizens: 85% felt more confident meeting new people, 79% said they felt capable of more than they had realised, and 82% felt more positive about people from different backgrounds to them. Seven in 10 felt more connected to their local community
- Performance improvements evident in Autumn with 16,612 young people participating.

Board, governance and leadership

- Leading the recruitment and onboarding of the new NCS Trust CEO
- Regular meeting of the Board and its subcommittees and achieving exemplary attendance
- Recruiting three new Board members through the Public Appointments process
- Introducing new expertise to the board through the recruitment of two external members of the Impact and Safeguarding Committee
- Recruiting and retaining a permanent CFO
- Considered and agreed to organisational design principles, re-purposing of functions and creation of new Chief roles
- Agreed a change to reduce NCS pension contributions within the first year of employment

Improving the representation of youth voice within the Trust

Our Youth Voice Forum (YVF) is a steering group made up of 16-24 year old volunteers from across the country, including those who have not participated in NCS programmes. They feed into strategic and operational planning and ensure that the diverse voices of the age groups we serve are at the heart of our decision-making. The YVF meets with the SLT on a regular basis, and is chaired by two fantastic young people - Hannah and Ahmed - who are part-time staff members who also act as advisors to our board and represent NCS Trust at several cross sector forums.

Youth Sector

- Worked closely with NYA, UK Youth, British Youth Council, Centre for Youth Impact and the wider membership of the #iwill movement and the Back Youth Alliance to improve Youth Sector collaboration:
 - » Delivered an insights paper that helped to collate the collective understanding of the impact of COVID-19 on young people and shared that with the government to support early decision-making

- » Provided secretariat to the Back Youth Alliance of major national youth collaboration and more effective engagement with government, particularly over £500m Youth Investment Fund (YIF)
- » Brought digital innovation and infrastructure support to underpin the British Youth Council's successful proposal to run the UK Youth Parliament in 2021/22
- » Collaborating with UK Youth and other national youth bodies to support the government's education recovery agenda
- Published new research on the role young people can play in rebuilding our nation
- Inspired young people to support initiatives of national importance:
 - » Over 5,000 NCS alumni were emailed and directed to the NHS GoodSAM site in its first 24 hours
 - » Partnered with the Charity Retail Association and eBay to get young people to support the reopening and development of the charity retail sector following the first lockdown - some worked in the stores and others supported them in setting up or improving their online shop
- Currently seeking to build a cross-sector consortium of partners including NYA to support the delivery of the £30m Youth Investment Capital Fund in FY 21/22

Audit, risk, compliance and transparency

- Ensuring compliance with the National Citizen Service Act 2017 and National Citizen Service Royal Charter 2017
- Inviting the Government representative as a permanent observer of board and people committee meetings
- Introducing an internal review of procurement compliance
- Improving risk management approach
- Introducing a Risk Strategy and a suite of training resources, improving our Risk Framework, and appointing a full time Risk & Assurance Manager
- Introducing and updating new organisational policies to tighten control and compliance including around conflicts of interest, health and safety, a staff code of conduct, safeguarding policy, travel and expenses, gifts and hospitality
- Enhancing the importance of, and focus on, data security at Audit and Risk Committee meetings
- Refreshing our Delegation of Authority Framework and placing it on annual review to support the pace of change within the Trust
- Using an updated audit tracking system to drive down closure of open audit matters
- Recognising the environmental impact of COVID-19 on our cost base, thus seeking independent external audit verification to minimise the enhanced risk of fraud. During the reporting period, there were no instances of fraud

Culture, staff and diversity

- Introducing measures to improve employee wellbeing including the wellbeing champions and the employee assistance programme
- Supporting our people working at home due to the COVID-19 pandemic by providing equipment from our offices, ensuring they maintained good health and safety practice
- Improving organisational culture by the introduction of the Employee Voice Forum, which will report directly to the People Committee. The Forum's key achievements during this reporting period are as follows:
 - » Refreshing our commitment and further embedding organisational values through the revised process of TRIBE Scribes, a way to give positive feedback and recognition when one of our team members has lived one of our five values: Trustworthy, Results-driven, Inclusive, Bold and Empowering.
 - » Improving the organisation's meeting culture through enhancing people's work experience, wellbeing, quality of work, and meeting efficiency
 - » Improving the format of Town Halls and organisational communication processes
 - » Enhancing wellbeing support available to staff via a second wellbeing day
 - » Contributing and providing employee feedback to subject matter experts on organisational strategies, including but not limited to; property, learning and development, diversity and inclusion, internal communications, raising awareness of employee experiences at the Trust to the People Committee and requesting the Trust to review the equity of its adoption policy

» Direct engagement with SLT regarding staff feedback on line management and modelling behaviours, culminating in a 20 step proposal devised by SLT and the Head of People to improve line management across the organisation

- Introducing new procedures on sick pay and streamlining the staff benefits package; introducing an updated remuneration policy

- Championing a reinforcement of Diversity and Inclusion, discussed at Board level and raising staff awareness of the #blacklivesmatter movement and inclusion more generally through webinars and overseeing the appointment of two internally seconded D&I Project Consultants

- Introducing gender pay gap reporting, see 'Diversity and Inclusion' section for more details

Finance / Commercial

- Ensured the sign off of the FY 19/20 Annual Report and Accounts

- Developed and implemented at pace innovative, flexible pay mechanisms and contractual leavers to de-risk the impact of COVID-19 on future service years and to support our revised service portfolio strategy

- Successfully managed the closure of our Kensington Offices to support the Government's "places for growth" strategy while broadening and deepening our national presence and reducing our London presence, enabling substantial cost savings and wider positive economic impact

- Launched a cost optimisation strategy to enhance our portfolio during COVID-19 and reposition our resources to deliver a platform for sustainable growth

- Enhanced our focus and management of risk through development of a revised risk strategy and investment in infrastructure. The visible positive impact this has driven has been independently noted by the National Audit Office, Audit and Risk Committee and our outsourced internal auditors, Mazars

- Invested in a revised Commercial structure, bringing our Procurement and Contract Management teams closer together as we welcomed our new Commercial Director. The newly integrated combined function is part of a wider investment programme securing commerciality and value delivery

- Ensured that we retained robust and efficient processes for supplier payments when we moved to remote working as a result of the COVID-19 pandemic

Information Technology

- Transitioned to remote working without any major disruption due to being able to exploit the investments we had already made in Public Cloud Services such as Google and Salesforce

- Major progress on advanced and predictive analytics leading to real-time oversight of performance of the Trust and the ability to course correct effectively

- The move of net-promoter-scores and sentiment analysis in-house to save cost, improve insight and increase the speed of return

- Automation of processes such that the time between an expression-of-interest to a full sign-up has been reduced dramatically

Policy, Spending Review and PR

- Overseeing three year and one year CSR submission, Youth Review submission

- Work to build bridges with Youth Sector stakeholders

- Reforming the patrons group to ensure NCS gets better support in this area

Key Risks

Key Risks & Issues Faced During FY 20/21	Key Mitigation Actions & Controls
<p>Impacts of COVID-19 As has undoubtedly been the case for many organisations, risks associated with COVID-19 have presented themselves in a myriad of ways for NCS Trust. Not only was the typical NCS residential programme unable to go ahead as planned, the Trust was also exposed to commercial risks associated with the survival of our supply chain and significant operational risks associated with changes to working arrangements and reactive planning for alternative programme content.</p>	<ul style="list-style-type: none"> » Temporary project structure introduced to oversee adaptations to deliver programme changes in 2020 » Residential element of 2020 programme cancelled » Repurposing of contracts in order to support young people and communities » Remote working adopted for all employees of NCS Trust with regular communications
<p>Compliance There is a risk that the Trust fails to comply with its Compliance Framework including the Framework Agreement, Cabinet Office Controls or the Act and Charter. This may come about as a result of misunderstanding of regulation or guidelines, situational factors or human error / misjudgement. This risk is significantly reducing as a result of the controls now in place.</p>	<ul style="list-style-type: none"> » Organisation wide compliance training has taken place » Specialist, tailored compliance training for the full leadership team has also been completed » Full internal review of Marketing Cabinet Office Control breach » Cabinet Office Controls now built into Purchase Order process
<p>2020 Comprehensive Spending Review The outcome of the 2020 Comprehensive Spending Review was a key organisational risk for the Trust during the latter part of 2020. The eventual outcome, a slightly reduced funding envelope presented challenges in relation to programme design, but was ultimately a positive outcome for the Trust given the adverse circumstances presented by COVID-19.</p>	<ul style="list-style-type: none"> » Influencing work upweighted throughout 2020 to ensure benefits of NCS were well presented » Strong relationship with DCMS maintained throughout the period » Robust planning for revised FY 21/22 budget and implementation of adjusted programme

Key Risks & Issues Faced During FY 21/22

Further, unanticipated impacts of COVID-19

Introduction of national or local restrictions could impact delivery of the NCS 2021 programme.

Young people may not be attracted to 2021 programmes in sufficient numbers

Uncertainty around COVID-19, a reduced investment in media and a revised programme arrangement could all result in a reduction in appetite to participate in NCS.

Unfavourable Comprehensive Spending Review Outcome

Whilst the Trust remains optimistic about a positive outcome of the CSR this Autumn, it is important that we recognise a negative funding outcome as one of our key risks as the outcome is now largely outside of our control.

Key Mitigation Actions & Controls

- » Robust, two-tier contingency plan developed at national and local level
- » Revised accommodation strategy to minimise COVID-19 risk
- » Building more thorough contingency arrangements into delivery partner contracts
- » Broader programme portfolio allows participants greater flexibility in terms of NCS options
- » Continuation of remote working arrangements as per in 2020 for NCS People
- » Review, redeployment and multitasking flexibility of NCS people to support priority activities within the Trust

- » Increased digital reach as a result of having limited ability to promote programmes in schools & colleges
- » Clear product offering developed (including what will happen if residential cannot take place) to increase confidence in booking
- » Budgets can be repurposed from summer to autumn if summer participation targets are missed

- » Discussions have been taking place with key Government contacts (Including HMT, No.10 & DCMS) to support a positive funding outcome
- » DCMS are made aware of the range of internal and external impacts of an end to funding (implied closure) which would include systemic impacts to suppliers, litigation, adverse PR amongst others.

Risk Commentary

As with many organisations in the youth sector, as a result of the ongoing COVID-19 pandemic and the restrictions introduced to limit its impact, NCS Trust has been exposed to a marginally higher degree of risk in FY 20/21 than in a “typical year”. However, the Trust has allocated significant time and resources to identifying, understanding and mitigating the risks that have been introduced as a result of the current situation. Various internal working groups have been formed to implement robust contingency planning and ways of working have been adapted to minimise the threat to our staff and the young people we work with.

The Trust's Corporate Risk Log currently holds 19 risks / issues of varying perceived magnitude which span various departments within the organisation.

Going Concern Assessment

Under Section 1 of the National Citizen Service Act 2017, the National Citizen Service Trust has a statutory responsibility to provide or arrange for the provision of programmes for young people in England with the purpose of: enabling participants from different backgrounds to work together in local communities to participate in projects to benefit society, and enhancing communication, leadership and team-working skills of participants.

The Trust is almost fully funded by the Department for Digital, Culture, Media and Sport, through a Spending Review envelope set by the Treasury and allocated to the Trust annually by the Department via a Settlement Letter.

Given the Trust's status and position as an Arms Length Body sponsored by the Department for Digital, Culture, Media and Sport, which was put on statutory footing via the NCS Act and granted a Royal Charter in 2017, the Board Members, including the Trust's Accounting Officer, have made their going concern assessment that sufficient Government funding support will continue to be made available to allow the Trust to fulfil its statutory responsibility for the foreseeable future, a period covering the remainder of financial year FY 21/22 and financial year FY 22/23, noting the disclosures below.

Accordingly, the financial statements have been prepared on a going concern basis.

Further disclosures related to going concern

As explained in the Going Concern assessment above, as an Arms Length Body sponsored by DCMS, the NCS Trust is almost wholly dependent each year upon receiving Government funding, to fulfil its statutory responsibilities under Section 3 of the National Citizen Service Act 2017 and continue in operational existence for the foreseeable future as a going concern.

In October 2021, HMT announced a three year CSR funding settlement providing further certainty around the Trust's ability to continue as a going concern.

Performance Analysis

Purpose of this section

The purpose of this section is to provide a detailed overview of NCS' performance against its objectives, as well as an overview of financial performance, a detailed examination of the Trust's risk profile, as well as commentary on sustainability, equality and environmental matters.

Performance against strategic objectives

Following approval of the business case for the Trust's alternative activities in 2020, DCMS and the Trust agreed a set of success metrics covering each of the workstreams. These are summarised in the table below.

Getting Our Voice Heard

	Metric	Target	Result	Commentary
Scale & Reach	NCS Unique Web-site visits	1m	941,613	April-October 2020
Customer Experience (from Feb 21 Brand Tracker)	Brand Love % answered 'love it'/'like it'	Jun 20 Brand Love Teen: 52% Parent: 75% Wider society: 33%	Feb 21 Brand Love: Teen: 59% Parent: 74% Wider society: 30%	Young people were asked 'how do you feel about NCS?' Brand Love has seen a significant uplift with teens since June 2020 brand tracker (52%)
	Brand Awareness	Jun 20 Brand Awareness Teen: 45% Parent: 36% Wider society: 9%	Feb 21 Brand Awareness: Teen: 28% Parent: 24% Wider society: 8%	Teen awareness has dropped significantly (from 45%) due to late/reduced campaign, year on year reduction in media spend and reduced summer programme delivery
Social benefits & impact (from Feb 21 Brand Tracker)	"NCS empowers young people to have a voice on issues that are important to them" (Brand Tracker)	Jun 20 Teen: 63% Parent: 80% Wider society: Not tracked	Feb 21 Teen: 66% Parent: 73% Wider society: 36%	Teen score has improved from 63% in June brand tracker
Economy, Efficiency, Effectiveness	Economy and effectiveness of Trust costs used		n/a	*1
Network health	n/a		n/a	n/a

Staying Connected

Young people engaged with short-form, snackable content across the hub on the NCS website providing them with access to articles, features and stories that aligned with core elements of the typical NCS curriculum.

	Metric	Result	Commentary
Scale & Reach	Total unique hub visits	297,099	April-October 2020
	Total unique social interactions	924,255	
	Total unique live social interactions	840,454	
Customer Experience	Relevance of content (out of 5)	3.89	
	Willingness to Share content (out of 5)	3.23	
Social benefits & impact	n/a	n/a	n/a
Economy, Efficiency, Effectiveness	Economy and effectiveness of Trust costs used	n/a	*1
Network health	n/a	n/a	

Keep Doing Good

NCS participants gave over 500,000 hours of social action and/or volunteering in support of local communities during the pandemic.

	Metric	Result	Commentary
Scale & Reach	# hours volunteered	204,065	Number of young people who participated
	# Young people involved	6,856	
Customer Experience	Net Promoter Score (NPS) surveyed post-programme	67	Blended young people & parents/guardians score (young people was 63 and parents/guardians was 74)
Social benefits & impact	Impact statements (through a post-activity survey) (updated: 20/08/20)	Nine in 10 participants felt they had developed skills that would be useful to them in the future 82% of participants felt more positive about people from different backgrounds (95% of young people surveyed found their KDG experience worthwhile (scoring 7 or above out of 10)	From NCS 2020 Programme Evaluation
Economy, Efficiency, Effectiveness	Repurposed network costs + economical use of Trust costs	n/a	*1
Network health	% DPs delivering activities	95%	This represents 20 out of 21 partners who contract with the Trust directly

Moving Forwards

NCS supported over 16,600 young people through its autumn activities.

	Metric	Result	Commentary
Scale & Reach	# Young people involved	16,611	Number of young people who undertook autumn activities as part of an NCS team
	# vulnerable young people reached	5,257 (31.7% of total participants)	'Vulnerable' defined as at least one of the following: eligible for Free School Meals, with Special Educational Needs and Disabilities, In Care, or with Caring Responsibilities
	# schools and colleges supported	399 institutions supported	271 schools, 82 colleges/sixth forms and 46 other settings (such as SEND schools, PRUs, etc)
Customer Experience	Net Promoter Score (NPS) surveyed post-programme	55	Blended young people & parents/guardians score
Social benefits & impact	Impact statements (through a post-activity survey for autumn only)	85% of autumn participants found their experience worthwhile 81% developed skills they think will be useful to them in the future 71% were more motivated to help others in their community	From NCS 2020 Programme Evaluation
Economy, Efficiency, Effectiveness	Repurposed network costs + economical use of Trust costs	n/a	*1
Network health	n/a	81%	This represents 17 out of 21 partners who contract with the Trust directly

Commercial

*1. No metrics for economy, efficiency and effectiveness were agreed with DCMS for this period due to the impact of COVID-19 on our programme. However, we believe we have demonstrated significant value for money over this period (see financial performance section below).

Keep Doing Good Evaluation - Inclusion

In addition to the above metrics, the Trust also carried out an internal evaluation of its summer Keep Doing Good programme. Key headlines from this report indicated that of those who participated:

- » 19% received free school meals
- » 9% had special educational needs (SEN)
- » 2% were in care/Looked After Children (LAC)
- » 1% had caring responsibilities
- » 36% did at least some of their volunteering remotely
- » 70% felt more connected to their local community

Equality of access

Targets, reporting and management information

NCS ensures we engage a diverse cohort of service users by embedding recruitment targets throughout the network, which are designed to ensure NCS participants are representative of the demographics of society. Around these targets sits a broader set of management information that enables us to monitor who signs up, who turns up and who completes NCS activities (including at what point in programmes they may disengage). In addition to protected characteristics, this approach is used to monitor reach to young people who are eligible for free school meals and young people in, or have recently left, the care of the local authority, as these groups are typically more vulnerable to exclusion.

NCS Trust utilised our data analytics capabilities to introduce a national dashboard which presents, anonymised, these social mix metrics at national, regional and local level. These tools equip both our internal teams and management and delivery partners with live data intelligence, enabling them to identify under-represented groups and inform in-season activities to actively encourage participation.

As stated above, the Keep Doing Good programme indicated positive effects and attracted harder to reach groups including those with Special Educational Needs and Looked After Children.

Inclusion fund support for the NCS delivery network

NCS continues to offer an Inclusion Fund to remove barriers faced by young people at the point of delivery. The Fund is in place to ensure all of our delivery partners are equipped with the resource to make all necessary adjustments. Beneficiaries of the funding are overwhelmingly participants with special education needs and disabilities. Beyond meeting the needs of individuals, insights from the fund are used to identify enduring barriers to NCS, informing future activities to reduce disadvantage.

Revised delivery in 2020

As we pivoted our activity in response to the COVID-19 pandemic (see “performance overview”), NCS removed all participant contributions for 2020, in recognition that more households were exposed to increased financial insecurity. As schools and colleges returned to face-to-face provision in the autumn, our Moving Forward delivery prioritised the participation of vulnerable young people, and our delivery partners were given increased scope to flex activity content and duration to meet local needs and priorities.

In addition to in person activities to bring young people from different backgrounds together, the NCS Staying Connected hub also produced a range of open access content, curated by young people, focused on raising awareness and improving understanding of different groups.

Preparing for delivery in 2021

To ensure our services are accessible and inclusive in both design and delivery, we have embedded Universal Design approaches into our Programme Planning Guidance and curriculum requirements. This further empowers our delivery network to flex and adapt their offers to meet individual needs.

We have launched a more consistent national bursary scheme covering 80% of the participant contribution for 2021 with participants eligible if they are in, or recently left the care of the local authority, have an Education, Health and Care Plan, caring responsibilities or are eligible for free school meals.

Contracted places for both summer programmes and School Support were allocated in part based on NCS school analysis. “Tier 1” schools, which were prioritised in this process, are those in Opportunity and Integration areas, as well as those within the 20% of most deprived Local Authorities, based on Indices of Multiple Deprivation.

Financial Performance

NCST received a £75.4m grant-in-aid from DCMS in FY 20/21 and there was also £135k of other income. Any unused grant funds are returned to DCMS.

Total expenditure for the year was £72.0m which is made up of the following:

Programme Costs - £49.2m
 Staff Costs - £13.7m
 Other Costs - £9.1m

This compares to the initial pre COVID-19 budget allocation for the year of £131.5m.

In the Statement of Financial Position, the Right of Use Asset has come to an end as the leases for the London and Exeter offices expired in January and March 2021 respectively.

We chose to refund all service user contributions due to the change in the offered product. Over 60,000 refunds were made in a secure and organised manner despite the difficulties caused by homeworking for ourselves and our partners. Some parents/guardians who had not paid the contributions directly through our Salesforce platform were contacted to provide account details for the Finance team to pay the refund directly. At the end of the year refunds outstanding were approximately £65,000.

Additionally, around 1,200 parents/guardians chose to donate their refund to The Mix charity, which totalled over £60,000.

NCS was very quick in identifying the challenges posed by COVID-19 and implementing a revised strategy to minimise our costs, support our network and build at pace a vital service offering to young people during these difficult times.

As early as 7 April 2020 we notified our suppliers of our intention to cancel our standard programme. Shortly afterwards and informed by feedback from DCMS policy, the Secretary of State, the Minister, Department for Education and engagement with the wider Youth Sector, NCS had devised a plan to adjust our usual services so that we could:

- » Deliver support and training to young people during isolation, using NCS's existing digital channels and curriculum; and its provider network to deliver activities to children still in school;

- » Safely and effectively coordinate and support youth volunteering during 2020, using the NCS network, staff and systems, within the wider civil response;
- » Deliver NCS activities in the autumn to aid young people's return to normal social interaction and preparation for the 20/21 academic year; and
- » Provide support and guidance to colleagues in the youth sector

We had already incurred contractual payments to our providers for the summer programs but worked collaboratively with them to repurpose contractually committed funds towards alternative programmes we designed, to ensure the service offering to our young people was delivered in line with managing public money. Throughout the pandemic our delivery partners remained financially viable. This helped ensure the Trust has capacity to grow again in the future as we recover from the impacts of COVID-19. During the financial year we also engaged our internal audit provider to undertake further assurance work in this area to ensure all provider funds were spent in line with our contractual obligations and to independently verify that the use of taxpayers funding for NCS programme related activity, which had been reconfigured, was delivered effectively, efficiently and without fraud.

The report from our internal auditors concludes that nothing has come to their attention that causes them to believe that sunk costs submitted to the Trust by Delivery Partners in respect of the Summer 2020 Programme are not fairly stated.

By 7 April 2020 we had also made around £3.6m worth of deposits to 44 accommodation venues and were committed to a further £3.8m with our three principal accommodation providers. Due to Procurement Policy Note 02/20 and contractual obligations, these non-refundable deposits lost their value as we were not able to offer a residential element to our 2020 programmes. Whilst we have had to treat these payments as constructive losses in our financial statements this year, we were able to derive value from this position by negotiating, at no extra cost, a break from the remaining second and third years of these contracts which would otherwise have tied the Trust into two further years of accommodation volumes at pre-COVID-19 levels.

Alongside this, we identified the importance of keeping our administrative costs as low as possible. We recut our budget using a zero based budgeting approach to ensure we removed discretionary spend from our spending plans. In order to monitor and control spend we also reduced the level of expenditure at which approval was required from our Chief Officers. We immediately conducted a review of all planned recruitment activity and called a halt on any non-essential new and replacement recruitment activity. This saw us decrease our headcount from a peak of 238.1 in August to 221.8 by the end of the year.

Overall we have reduced administration costs across the business by 36% year on year. The experience gained in this process has also given us a better understanding of our essential costs and how to ensure maximum value is derived from all our spending decisions. The main areas of non-staff reductions are Marketing, Property, Contact Centre and Professional fees. We are continuing to re-baseline our costs to focus on delivery and expect to see further significant cost savings arising in FY 21/22. We are currently in negotiations for our next office accommodation which, alongside a more flexible working pattern for staff will help us to deliver a further 50% saving in property costs in the year ahead.

In relation to Brexit, this had no impact on the Trust in FY 20/21 and hence no costs were incurred. Other than the £7.4m accommodation losses described above, the Trust did not incur any other COVID-19 specific costs. Delivery partner financial data submitted to the Trust is not sufficiently granular to assess if there were any specific costs around the impact of COVID-19

Future plans

At the time of writing, NCS Trust awaits the outcome of the DCMS Youth Review. In consultation with our sponsor team, we have submitted our plans for the future, and the implementation of those plans will become a strategic priority later in the year; we commit to sharing more information about this outcome in due course. In the meantime, our focus remains on the successful, impactful and efficient delivery of our services through 2021.

Our plans for the financial year FY 21/22 can be summarised under four headings:

- » Successfully Deliver a Revised, High Impact Service Portfolio
- » Support the NCS Network and continue to build collaboration with the youth sector
- » Transform the Trust
- » Prepare NCS for the Future, working alongside the DCMS Youth Review

Our plan on a page:



Enablers

Our Brand	Our collaborative relationships with key stakeholders	Governance & Risk
Develop contingency and business continuity planning	Data, Information and Digital Engagement	Operating Model

From the beginning of May we have strengthened our Senior Leadership Team by aligning each function through purposes aligned to our strategic aims. We have moved several teams to aid operational delivery and will undertake further organisational design shaping work during the year to optimise teams and roles.

In addition we will enhance performance management and leadership and management skills, as well as implementing a robust talent management process to identify talent and provide development opportunities to test, stretch and improve capability.

Further information can be found in the NCS Trust Annual Business Plan, laid before Parliament and published on our website.

Sustainability Reporting

NCS Trust holds an exemption on sustainability reporting from the Department for Environment, Food & Rural Affairs on the grounds that our headcount falls below the threshold.

Environmental Impact

NCS Trust is committed to reducing its environmental impact by:

- » Encouraging the use of video conferencing and dial-in facilities rather than travelling to meetings;
- » Using recycled paper and other stationery;
- » Using public transport rather than cars when travelling to meetings; and
- » Ensuring that our printers and photocopiers are all energy efficient models which reduce paper wastage

Our Performance Report was approved by Mark Gifford, CEO and Accounting Officer:

Signed



Dated

03 December 2021



Accountability Report

Corporate Governance Report

Overview

This corporate governance report has been prepared using the Government Financial Reporting Manual (FReM) which is based on applicable Companies Act and Corporate Governance requirements as interpreted for the public sector.

Directors' Report

Board of Directors

Our Board of Directors is comprised of our Chair, CEO, ten publicly appointed NEDs, and two youth advisors who sit on our Board as invited guests. Our youth advisors, Hannah and Ahmed, joined the Board in January 2021 replacing Jermain Jackman, the previous youth representative who left in December 2020.

Brett Wigdortz OBE, Chair



Brett Wigdortz provides a wealth of knowledge from a career spanning policy, management consulting and educational reform. In 2002, he founded Teach First, which he led for fifteen years, building into one of the country's leading movements tackling education inequality. Teach First is now the UK's largest graduate recruiter, running an accredited world-class teacher training programme that supports more than one million children in classrooms across England and Wales. In 2018 Brett co-founded Tiney.co in order to improve childcare for parents, practitioners and children.

Mark Gifford, Chief Executive



Mark joins NCS Trust as CEO having previously worked in several significant roles across the John Lewis Partnership and most recently as the Director of Shop Trade for Waitrose & Partners. As a people-oriented leader, Mark is adept at creating and nurturing high-performing teams focused on achievement with a notable example of included changing the way shops were run which drove a fundamental change in the operating model as well as improved productivity and enhanced Customer & Partner experience. Outside of work, Mark is a father and husband who actively engages in his local community as a Chair of Governors at a primary school and as a Safeguarding lead for a junior football club...he's also proud to be called a Mancunian!

Paul Cleal OBE, Chair of the Audit and Risk Committee



Paul is a non-executive director and advisor with several organisations, including Guys & St Thomas NHS Trust, Metropolitan Police and the Premier League. Previously over his 30 year executive career, he worked in local and central government and, for 16 years, was a partner at PwC. There, he served on the management boards of the firm in both the U.K. and Africa and led the Government and Public Sector practice. Passionate about diversity and inclusion, he was Social Mobility and Child Poverty Commissioner, he works with a number of schools and acts as a mentor to many young people.

Ahmed Ibrahim, Youth Voice Forum co-chair and youth advisor to the board



Ahmed is currently studying Politics and International Relations at the University of Kent where he is also a Student Trustee. Alongside his studies, Ahmed advises on a range of policing boards and youth panels nationally, in bettering trust and confidence amongst young people specifically around the criminal justice system. He is an associated board member to the Standing Committee For Youth Justice. Ahmed also works with the Independent Office for Police Conduct and the Metropolitan Police in highlighting the concerns of young people towards police injustices. As Co-Chair of the NCS Youth Voice Forum, Ahmed will amplify the voices of young people advocating their needs and concerns with a 'No We Can' attitude.

Ian Livingstone CBE



Ian Livingstone CBE is one of the founding fathers of the UK games industry. He co-founded iconic games company Games Workshop in 1975, launching many hugely successful games. He was ranked 16th most influential person in the UK's digital economy in the Wired 100 list in 2012. He chaired the Next Gen Skills campaign, working with the government to introduce a new computing curriculum in schools in 2014. He co-authored 'Hacking the Curriculum' in 2017.

John Maltby



John has a portfolio of Non-Executive roles including Chair of Allica Bank, Nordea Bank and Simplyhealth PLC. His previous appointments include Chair of Good Energy Group PLC, Chair of BlueStep Bank AS, CEO of Williams and Glyn and Group Director of the Commercial Bank of Lloyds Banking Group, the division specialising in lending to small businesses. He was also Group Chief Executive of Kensington Group PLC for seven years.

Tristram Mayhew, Chair of the Impact & Safeguarding Committee



Tristram served as a tank and infantry commander in the Royal Dragoon Guards, retiring as a captain in 1997. He spent three years with Coca-Cola and GE Capital before founding Go Ape in 2002 as 'Chief Gorilla'. Go Ape is a multi-award-winning forest adventure business operating at 50 locations across Britain and the USA with a vision to 'create adventures and encourage everyone to live life more adventurously'. He is an alumna of Edinburgh University and London Business School.

Hannah McLellan, Youth Voice Forum co-chair and youth advisor to the board



Hannah has recently begun studying a PhD in Cardiovascular Physiology following the completion of her undergraduate and postgraduate degrees in Sports and Exercise Science and Exercise Physiology, respectively. Hannah participated in and completed the NCS programme in 2014 and has been an advocate ever since, representing NCS at commemoration centenary events for the Battle of Passchendaele and Armistice Day, to working as a Wave Leader for her local delivery partner. Outside of work, Hannah enjoys volunteering for local charities and has a season ticket for Everton.

Lord Iain McNicol



Lord McNicol of West Kilbride is a British Labour politician and trade unionist. Between 2011-2018 he was General Secretary of the Labour Party and was previously the National Political Officer of the GMB Union. Iain began his involvement in political organising as President of the Student Union at Dundee Institute of Technology in 1991. From then he has worked with both Scottish Labour Students and NOLS (The National Organisation of Labour Students).

Ndidi Okezie OBE



Ndidi is a seasoned social advocate, passionate about youth voice and access to quality development opportunities for all young people. After working as a teacher and school leader for ten years, she spent six years as the Executive Director of Teach First, (the UK's largest graduate recruiter) before joining Pearson PLC to lead on Digital and Customer Voice Strategy. Ndidi is currently the CEO of UK Youth, a leading charity with a movement of over 5,500 youth organisations, reaching 1.6M young people. She is a Board Director of the Mulberry Schools Trust, and CentrePoint U.K.

Ashley Summerfield, Chair of the People and Remuneration Committee



Ashley Summerfield has experience across a range of sectors, including finance, commercial property, marketing, sustainable technologies, commodities and private equity. Along with several colleagues, he co-founded Central Europe Trust with former Chancellor of the Exchequer Nigel Lawson, a corporate finance advisory business specialising in Central and Eastern Europe. He currently leads Egon Zehnder's global Board Consulting Practice, having been with the firm for more than 20 years. Ashley has an MA from Cambridge University and an MPPM from Yale University and volunteers as a biology teacher for Teach First/Teach for All.

Resigned during the Financial Year:

Dame Julia Cleverdon DCVO CBE

(term ended 31 December 2020)

Dame Julia Cleverdon DCVO, CBE is a passionate and practical campaigner who has gained an international reputation for inspiring individuals and organisations to work together for the common good in the most challenged communities. She was the Chief Executive of Business in the Community from 1991 to 2007 and Special Adviser to the Prince's Charities from 2007 to 2014. As Chair of Teach First from 2007 to 2014, and now Vice Patron, Julia has pioneered efforts to address educational disadvantage. Julia co-founded Step Up To Serve and the #iwill campaign in 2013. She serves on the Careers and Enterprise Company and Youth Futures Foundation Boards, is Deputy Chair of the Fair Education Alliance, and Chair of the National Literacy Trust and Transform Alliance.

Dame Sally Coates DBE

(resigned 24 September 2020)

Dame Sally Coates DBE has worked in inner city schools since 1976 and has been Principal, Executive Principal and Head of School at academies and schools across London with 'Outstanding' Ofsted grades. She is the Director of Secondary Education at United Learning, the biggest Multi-Academy Trust, which manages more than 50 academies nationwide. Dame Sally chaired The Review of the Teaching Standards in 2012 and also chaired the Education in Prison review in 2016. Her book, *Headstrong – 11 Lessons of School Leadership*, was published in February 2015. Sally was made a Dame Commander of the British Empire (DBE) in the 2013 New Year's Honours List.

Joined during the Financial Year:

The Rt Hon. Nick Hurd (appointed 1 January 2021)



Nick served as a Member of Parliament for 14 years before standing down in December 2019. During that time he served three different Prime Ministers and held several ministerial roles including Minister for Civil Society. He is a lifelong Member of the Privy Council and continues, on a voluntary basis, as the UK Prime Minister's Independent Adviser on Grenfell. Before politics, Nick spent 18 years in the private sector, divided between investment banking and the development of young growth businesses. Nick is a Chair and Senior Adviser to a number of companies and campaigns that are looking to make a positive social or environmental impact.

Jacquie Nnochiri (appointed 1 January 2021)



Jacquie is an educational leader having worked in education for over 20 years. She is currently Head of Department and Head of Year 11 at a West London Pupil Referral Unit (PRU) where she is responsible for pastoral and career needs of students in their final year of statutory education. Jacquie is passionate about ensuring young people have access to educational tools to improve and enhance their further education and future work opportunities. Jacquie has strong links with her local community and serves as a Referral Order Panel Member with the Harrow Youth Offending Team. Jacquie also serves on her local Safer Neighbourhood Panel.

Deborah Tavana (appointed 1 January 2021)



Deborah started her career with Legal & General and has held executive roles in Williams & Glyn Bank, Resolution, Swiss Re and General Electric. She has experience in a range of leadership roles covering Human Resources, Communications, Governance, Legal and Operations and is a Chartered Fellow of the CIPD. Her career has always been guided by a belief in the importance of creating organisation cultures that value the whole person, whether colleague, customer or client. Deborah now works independently as an executive coach and management consultant. She also serves in a Non-Executive capacity as a trustee on the board of United Response.

External Committee Members

In addition to publicly appointed Board members, the Trust has also engaged external volunteers to sit on its Committees to support its Board members with relevant and specialist expertise.

Sam Freedman



Sitting as an external advisor on our Impact and Safeguarding Committee, Sam is a Senior Adviser to Ark, an education charity, and a Senior Fellow at the Institute for Government. Previously he was CEO of Education Partnerships Group, an international education charity; Executive Director at Teach First; and a Senior Policy Adviser to the Secretary of State at the Department for Education. He is on the board of the Holocaust Education Trust, Ambition Institute, and the Teacher Development Trust, and he is also a governor at Woodside High School.

Natalie Perera



Sitting as an external advisor on our Impact and Safeguarding Committee, Natalie is the Chief Executive of the Education Policy Institute, an independent research institute which she co-founded in 2016. Prior to that, Natalie worked in the Department for Education where she led on research and policy interventions including on narrowing the gap between disadvantaged children and the rest and reform of the school funding system. Between 2014 and 2015, Natalie was seconded to the Cabinet Office where she worked in the Deputy Prime Minister's Office. Natalie is also a Director of a Multi-Academy Trust in South London and a Trustee of the charities, The Fair Education Alliance and Causeway Education.

Jas Khela



Sitting as an external advisor on our Audit and Risk Committee, Jas is a Chartered Accountant with 30 years experience working as an auditor on a corporate portfolio mainly of large multinational businesses and their UK subsidiaries. Jas is passionate about social mobility and was attracted to NCS after his son had completed the programme. He has previously served as Regional President of the Birmingham & West Midlands Society of Chartered Accountants.

Darren Xiberras



Sitting as an external advisor on our Audit and Risk Committee, Darren is currently Chief Finance Officer at the University of South Wales, and immediately before that held the same role for the education charity Teach First. Darren is a fully qualified accountant with over fifteen years' experience at Board level in many for profit and not-for-profit organisations delivering services to the general public and public sector institutions. As well as acting for the National Citizen Service, Darren is also a trustee of The Difference Education. He also chairs the Welsh Higher Education Finance Directors' Group and represents Wales on the British Universities Finance Directors' Group (BUFDG) Executive Committee.

Senior Leadership Team

The Senior Leadership Team is responsible for the day-to-day management and running of the NCS programme. As stated in previous sections, we enhanced our Senior Leadership team during April 2021. This resulted in the following changes:

Previous	New
<p>Miriam Jordan Keane, Chief Marketing & Sales Officer</p> <p>Simon Sharkey Woods, Chief Information Officer and acting Chief People Officer</p>	<p>Miriam Jordan Keane, Chief Brand Officer</p> <p>Simon Sharkey Woods, Chief Digital & Information Officer NB: The Head of People and Head of Recruitment are currently reporting directly to the Chief Executive</p>
<p>Lizzie Hanna, Chief Finance Officer</p> <p>Naim Moukarzel, Chief Programme Officer</p> <p>Amanda Best, Chief Operating Officer</p> <p>N/A</p>	<p>Lizzie Hanna, Chief Value Officer</p> <p>Naim Moukarzel, Chief Programme and Development Officer</p> <p>Amanda Best, Chief Delivery and Experience Officer</p> <p>Michael Devlin, Chief Governance and Transformation Officer</p>

Miriam Jordan Keane, Chief Brand Officer



Miriam is a seasoned marketer and communications expert with experience of working across both the public and private sectors and in the UK and international markets. She spent five years as the New York-based global Chief Brand Officer of Weight Watchers International, and was part of the core team that launched the brand in China. She has worked at award-winning advertising agencies including Saatchi & Saatchi and Publicis. Prior to joining NCS she led the marketing charge at British Gas, where she launched the Hive Active Heating and localheroes.com brand and product portfolio extension initiatives.

Miriam joined NCS Trust in July 2018 as Chief Marketing and Sales Officer and has since initiated and championed a complete brand refresh, the appointment of new creative and media agencies, the launch of an integrated national communications campaign helping to raise the voice of young people, and developed the vision and mission statements. She is a believer in insight-driven marketing that always puts the customer at the heart, and is an enthusiastic advocate of behavioural economics.

In December 2020, Miriam was appointed to the Board of Voice 21, the national oracy education charity, and in May 2021 to the Board of Target Ovarian Cancer.

Simon Sharkey Woods, Chief Digital and Information Officer



After working predominantly in private sector technical roles for the first ten years of his career, Simon transitioned into digital and technology leadership after developing a passion for bridging between digital and technology teams, and the organisations they serve. During his 21 years in management and leadership roles he has developed an academic interest around the impact of leadership on effectiveness and change, and this was the focus of the dissertation he completed during his MBA.

Simon leads on everything NCS uses in terms of technology and all of the digital products we use to engage young people, their parents/guardians, and our delivery partners. With a real passion for leadership, and an academic interest in emotional intelligence and leadership, Simon covered NCS Trust's People Team as Chief People Officer for eight months during the past year (July 2020 to March 2021). Now working to his recently updated remit, Simon's accountability is Information & Digital Services, the NCS Employee Voice Forum, Business Continuity, and Property and Estates Management.

Previous to NCS Simon was the IT Director at City of London Corporation / City of London Police, and prior to that he was Head of IT Delivery at the Foreign & Commonwealth Office.

Amanda Best, Chief Delivery and Experience Officer



Amanda managed NCS delivery across around a third of the country from 2012 to and 2015 for around 40,000 young people and joined the NCS Trust in November 2018. Her daughter participated in NCS in 2014. She is used to change having spent 30 years working on a wide range of local and national government services from a national programme for 0-5 year olds, a varied range of local government services, logistics of Ofsted inspections and a range of roles in light rail. She volunteers in a local charity shop and for her local Credit Union.

Naim Moukarzel, Chief Programme and Development Officer



Naim has spent the last four years establishing the Programme Department at NCS Trust, focusing on service design, inclusion, research and evaluation, and innovation. He leads on engagement with the youth sector and other public bodies / charities, to create, develop and assure existing and new programme offers and revenue stream ventures.

Prior to joining NCS Trust, Naim had a career in the British Army, holding operational and strategic roles in both the Field Army and Ministry of Defence.

Before the Army, Naim had a brief period as a learning and development consultant in the Middle East.

Lizzie Hanna, Chief Value Officer



Lizzie joined the Trust in March 2020 firstly as the Chief Financial Officer and has now transitioned to the Chief Value Officer. Prior to NCS, Lizzie built her career across the public and private sector leading multi-functional teams at board-level across government Arms' Length Bodies, NHS, and rail and telecommunications.

As a strategic and value driven leader, Lizzie's passion for engagement and development has enabled her to lead customer focused, commercial transformation across many highly regulated industries.

Outside of work Lizzie is blessed to be a mum, and spends any spare time cheering on her beloved rugby teams of Leicester Tigers and Scotland.

Michael Devlin, Chief Governance and Transformation Officer (note: joined SLT on 10 May 2021)



Michael joined NCS in December 2019 after completing his MSc in Organisational Behaviour. He joined as a maternity leave cover for the Company Secretary and then in turn the Director of Governance and Delivery before securing this new position on the Senior Leadership Team in May 2021. A qualified solicitor in Australia, Michael moved to the UK in 2008 and continued a career largely in banking spanning strategy, governance, change and HR. Michael's role in the Trust is to lead on the relationship with the Government, as well as ownership of Governance, Legal, Change and Transformation.

Michael is a keen water polo player and has held voluntary positions as Chair of the London Orca Waterpolo team within Out to Swim (the largest LGBTQ+ masters swim group in the UK) and he volunteers with the charity Diversity Role Models which creates safe spaces in education so that every young person will know they are valued and supported and difference is embraced, accepted and supported.

NCS Board of Patrons

The Rt; Hon. David Cameron (Chair)

The Rt. Hon. Lord Andrew Adonis (Labour peer and Vice Chair of European Movement)

Bear Grylls OBE (Chief Scout)

Dame Carolyn Fairbairn DBE (British businesswoman and former director-general of CBI)
(stepped down from the Board of Patrons on 15.12.20)

David Joseph CBE (CEO and Chair of Universal Music UK and Ireland)
(Stepped down from the Board of Patrons on 17.08.21)

David Sheepshanks CBE DL (Founding Chair of St George's Park, FA National Football Centre)

Baroness Floella Benjamin (Vice President of Barnardo's)
(Term came to an end December 2021 and was not renewed)

Jamal Edwards MBE (Founder of SB.TV)
(Stepped down from the Board of Patrons on 08.02.21)

James Harding (Co-founder and Editor of Tortoise Media)

Javed Khan (Chief Executive of Barnardo's)
(Stepped down from the Board of Patrons on 05.03.21)

Jude Kelly CBE (Director of WOW foundation)
(Stepped down from the Board of Patrons on 08.02.21)

Justine Roberts CBE (Founder and Chief Executive of Mumsnet)
(Stepped down from the Board of Patrons 15.12.20)

The Baroness Brady of Knightsbridge CBE (Vice Chair of West Ham FC)
(Stepped down from the Board of Patrons on 08.02.21)

Dame Louise Casey DBE, CB (Strategic Advisor to Crest Advisory and Advisory Committee Chair at the Institute of Global Homelessness)
(Stepped down from the Board of Patrons on 18.03.21)

General Sir Nick Carter GCB CBE DSO ADC GEN (Chief of Defence Staff)
(Stepped down from the Board of Patrons on 26.02.21)

Michael Lynas (Vice President of INTO CareerFirst)

Robert Peston (Founder of Speakers for Schools and ITV political editor)

Dame Sally Coates DBE (Director of Secondary Education at United Learning)

Sarah Sands (Chair of Bright Blue)

Stephen Greene CBE (CEO and co-founder of RockCorps and former Chair of NCS board of Directors)

Tim Allan (Founder and former Group Managing Director of Portland Communications)

Tom Harrison (CEO of England and Wales Cricket board)

The Lord Waheed Alli (CEO of Silvergate Media and Chairman of Koovs PLC)

Supporters and Collaborators

Andy Burnham
 Back Youth Alliance
 Caleb Femi
 Caroline Ansell MP
 The Charity Retail Association
 EFL Trust
 Flick Drummond MP
 The Hope Collective
 Levi Roots
 The Mix
 National Youth Agency
 NHS Blood and Transplant Donation Unit
 Shaun Bailey MP
 Siobhan Baillie MP
 Together Coalition
 UK Youth
 Youth Charter

External Business Interests

The NCS Trust is conscious that directors must be free of any conflicts of interest when performing their duties.

The Trust has policies in place for the declaration and management of conflicts of interest for all employees as well as for board members.

Each board member is under an obligation to declare any external interests or changes to their actual or potential interests as these arise.

Each financial year, Board members are asked to review and update their external interests. Any new interests arising during the year must also be declared, and there is a reminder at every Board meeting to declare conflicts of interest.

A register of external interests is kept up to date and refreshed on the website annually. This is available online.

Board Effectiveness Reviews

The Board's effectiveness was subject to a review under two lenses; the first being board member performance and feedback which were conducted by the Chair 1:1 with all Board members by end June 2020 and included two way feedback, and the second was through a scan of skills when identifying suitable candidates for appointment to replace the three vacancies on the Board.

Reviews conducted in June 2020 returned the following key headlines:

- » Board works well as a multi-disciplinary and productive team
- » Strong corporate governance and decision making
- » Support and challenge to the Executive is given where necessary
- » Chair strong at maintaining momentum and focus on key issues
- » Should continually look for ways to engage with young people and the programme outside of the formal Board structure
- » Board must continue to work to involve Youth Voice in governance
- » Focus needs to now be on how NCS can transform and continue to serve young people effectively given the pandemic and changing world young people face
- » Relationship with the Government strong and improving, though there is continued room for development and learning following the Trust's transition to Royal Charter and ALB status in December 2018

Director Attendance at Board and Committee Meetings of the Royal Charter body

During the year ended 31 March 2021, the members of the Board of Directors attended meetings as follows:

Director	Board (ordinary)	Board (extraordinary)	Audit & Risk Committee	Impact & Safeguarding	People Committee	Remuneration Committee
Brett Wigdortz (Chair)	5/5	7/7	1/6	0/3	4/4	3/3
Mark Gifford (CEO)	5/5	7/7	6/6	3/3	4/4	3/3
Paul Cleal	5/5	7/7	6/6			
Dame Julia Cleverdon	3/3	5/5			2/2	2/2
Dame Sally Coates	3/3	4/5		1/1		
Nick Hurd	2/2	2/2	0/0 ¹			
Ian Livingstone	5/5	6/7		3/3		
John Maltby	5/5	7/7	6/6			
Tristram Mayhew	4/5	4/7		3/3		
Lord Iain McNicol	5/5	6/7			4/4	3/3
Jacquie Nnochiri	2/2	2/2		1/1		
Ndidi Okezie	5/5	7/7			4/4	3/3
Ashley Summerfield	5/5	7/7			4/4	3/3
Deborah Tavana	2/2	2/2			4/4	3/3
Dean Creamer (Gov't Representative)			5/6			3/3

¹The first Audit and Risk meeting within Mr Hurd's tenure took place less than a week after he joined the Trust in January 2021. Due to a clerical error Mr Hurd was not included in the invite list for the March ARC meeting. Mr Hurd has been engaged with ARC matters and materials have been sent via correspondence.

Director attendance notes:

- » Brett Wigdortz and Mark Gifford are not elected members of any committees but are invited as attendees. Their attendance is included on this basis
- » The board approved merging the People Committee and Remuneration Committee on 17 March 2021. This followed any meetings of either committee and has not impacted the attendance table
- » Dame Julia Cleverdon's term as a board member ended on 30 November 2020. This was extended until 31 December 2020
- » Dame Sally Coates resigned from the board on 24 September 2020
- » Nick Hurd, Jacquie Nnochiri and Deborah Tavanawere appointed to the NCS Trust Royal Charter Body board on 1 January 2021

Governance statement

The Trust has robust governance and compliance arrangements in place for the year under review and up to the date of approval of the annual report and accounts per FReM 6.4.8. As a Royal Charter organisation founded by the NCS Act, the Trust is required to comply with its governing legislation of the National Citizen Service Royal Charter 2017 and National Citizen Service Act 2017. As a Public Sector ALB sponsored by DCMS, the Trust is required to comply with the requirements set out in its Interim Framework Agreement, which sets out its working relationship with its sponsor Department. We are also required to comply with the Corporate Governance in Central Government Departments: Code of Good Practice (to the extent that its application is relevant to nondepartmental public bodies) and with the relevant principles set out in HM Treasury's Managing Public Money (2015). The Board and Accounting Officer gains assurance through a robust system of assurance via Board and Committee reports, and Letters of Assurance from the Executive Team.

Board and its committees

The Board currently has three committees to support it in discharging its duties. Board committees make recommendations to the Board and have delegated responsibility as outlined below. They have responsibilities in respect of monitoring and leading on aspects of risk management across NCS in accordance with their Terms of Reference. The Terms of Reference of the committees are reviewed annually to ensure they remain relevant to the objectives of the Trust. Changes to the terms of reference may be made by the committee subject to Board approval and following appropriate consultation and agreement.

» **Audit and Risk Committee (ARC)** - chaired by Paul Cleal OBE. The ARC is responsible to the Board of Directors to provide an independent view of financial reporting, corporate governance and risk management. The committee is responsible for the relationship with the Trust's internal and external auditors. ARC duties include; reviewing systems of internal control, the Trust's risk management framework, monitoring the integrity of financial systems, monitoring counter-fraud arrangements and compliance with legislation and other regulatory requirements.

The ARC receives instructions from the Board of directors on areas where additional assurance is required and formally reports to the Board. The ARC comprises three non-executive directors, a government representative, two external members (both of whom are qualified accountants), and a youth representative. The committee is also attended by representatives from internal and external audit.

- » **Impact and Safeguarding Committee** - chaired by Tristram Mayhew. The Impact and Safeguarding Committee is responsible to the Board to provide an independent assessment of the quality of the NCS Programme and ensure that the safety and wellbeing of NCS participants is at the forefront of organisational decision making. The committee scrutinises the Trust's impact, specifically how successfully the Trust delivers on its core objectives whilst ensuring it reflects good value for money, challenges the Trust's curriculum, and ensures the voice of young people is appropriately reflected in the Trust's thinking and strategy. The Committee comprises three non-executive directors, two subject matter expert external members, and a youth representative.
- » **People and Remuneration Committee** - chaired by Ashley Summerfield. The People and Remuneration Committee is responsible for providing an independent assessment of all workforce responsibilities and makes recommendations to the Trust's Board about the remuneration policy, senior management remuneration and performance assessment, organisational health, culture, values, ethical standards, diversity and inclusion, and organisational design. It also serves as a Nominations Committee when necessary, with specific responsibilities around Board structure, composition, succession planning and appointments, especially in relation to the CEO and monitoring succession planning for the Senior Leadership Team. The committee comprises four non-executive directors and a government representative. Under the NCS Charter, the government representative must be a member of the Remuneration Committee and holds a casting vote on the remuneration policy.

The minutes of all committee meetings are circulated to the Board of Directors, and the relevant committee chairs provide a verbal update on the principal matters discussed to the Board. These updates are captured in the Board minutes which are available on the Trust's website.

Reports from Board Committees

- » **Audit and Risk Committee** - In addition to its ongoing responsibilities in areas such as risk, controls, policy and internal and external audit, the Audit and Risk Committee played a critical role in helping to shape the Trust's plan and response to COVID-19. Other key areas of oversight included a deep dive on GDPR and the refund process for the Summer 2020 residential programme, cancelled due to COVID-19.
- » **Impact and Safeguarding Committee** - The Impact and Safeguarding Committee reviewed incidents on programme, considered an independent review of safeguarding arrangements, and considered the impact of the pandemic on young people and delivery. Members of the committee scrutinised plans for revised services lines, and advised on approaches to new research and insight. Finally they agreed reviewed updates to the 2020/21 evaluation plans and key performance indicators.
- » **People and Remuneration Committee** - The Committee's work has focused on ensuring that the Trust has the right policies and practices in place as it transforms itself. This has involved working through the Trust's People Plan - the Trust's strategy to make this a great place to work and manage change well. It has worked closely with the Employee Voice Forum (a representative and elected group of employees) to talk about the impact of change, communication and on the People plan priorities. The Committee approved high level organisational design principles and some redundancy proposals. New policies and approaches on talent, development and appraisals were made. It has also had a specific focus on remote working as the Trust managed the COVID-19 pandemic.

Risk Management and Internal Control

The Board of Directors, with the support of its Committees, has a key role in ensuring a robust risk management system is in place and is effectively maintained and to develop a culture whereby risk management is evident at all levels across the organisation. This ensures the best leadership, coordination and prioritisation is received on a strategic and operational basis. The Board, in exercising its responsibility, receives regular reports from all committees and seeks additional key performance indicators as appropriate.

The Audit and Risk Committee assists the Board in this process by performing an annual review of the effectiveness of the risk management activities and it will be helped in this by the Internal Auditor's annual work, report and opinion on the effectiveness of the system of internal control. The Audit and Risk Committee meet bi-monthly to discuss and feed back on risk management performance (including the Corporate Risk Register) within the Trust and in order to share proposals and suggestions for further improvement.

Throughout FY 20/21, the Trust has begun to introduce a range of improvements to its risk management systems and processes. These improvements include enhanced reporting, a suite of colleague risk management training initiatives, a formalised communication / escalation structure and an enhanced focus on ensuring accountability for management of internal risks and issues.

In September 2020, the Trust appointed a full-time Risk & Assurance Manager to ensure that each of these improvements were delivered in line with expectations and to lead on further improvements within the organisation.

The Trust appointed Mazars LLP as its internal auditors to deliver a programme of work for the FY 18/19, FY 19/20 and FY 20/21 financial years which has been approved by the ARC, and is tailored to the Trust's risk approach. The ARC will continue to refine this programme to reflect any changes in the Trust's principal risks and has the right to commission additional audit assignments as it sees fit. The overall results of the independent assurance review are included in the "Independent Assurance" section below.

Accountability issues or breaches

NCS Trust breached the Cabinet Office Marketing Spend control during the year FY 20/21. The total amount involved was £329,114 for April - August 2020. While the circumstances were nuanced, the Trust accepted the breach and launched a compliance review to ensure no other controls had been breached, and this was confirmed to be the case. The Trust continued to keep its Audit and Risk Committee, DCMS, NAO and Cabinet Office involved throughout the process. The review allowed the Trust to gain greater clarity on the full scope of the Trust's compliance obligations across spending controls and its Framework Agreement, where some areas had been previously ambiguous. Measures were put in place to prevent future breaches and improve accountability. The ARC and DCMS both praised the speed and thoroughness of the response. The Trust did subsequently apply for retrospective approval from the Cabinet Office, however this was not granted. The Trust understands that, other than in very exceptional circumstances, it has been the Cabinet Office's approach not to approve activity that has already taken place.

Information Security and Data Privacy

The Trust takes its responsibilities for maintaining the security of data and for managing information security risks extremely seriously, processing a significant amount of personal data on NCS participants, including sensitive or 'special category data' in compliance with the General Data Protection Regulation (GDPR).

The Trust achieved Cyber Essentials certification in January 2021. This demonstrates that we have appropriate controls in place to protect against the most common cyber security threats.

To help protect our information assets we maintain physical, technical and administrative safeguards. These safeguards are designed to prevent unauthorised access, disclosure, use and modification of information.

We provide guidance to our staff and network of providers on appropriate handling of NCS information. We regularly review our security procedures, and consider appropriate new technologies and methods.

The Trust has also established dedicated data protection and information security teams, and a Data Ethics and Governance Group whose membership is made up of the different business areas at NCS to ensure a holistic approach to governance.

In FY 20/21 NCS Trust did not inform the Information Commissioner's Office (ICO) of any data protection incidents. NCS completed its GDPR Review project in 2021 and has established a framework of policies, procedures and guidance based on the GDPR principles. The NCS now has in place a data processing register as required under Article 30 of GDPR and a retention schedule which will be applied to the NCS systems.

Whistleblowing

The Trust is committed to establishing an environment where all staff, at whatever level, know that it is safe and acceptable to raise concerns. The Trust offers whistleblowing arrangements to enable employees to report issues of concern to either the Interim Chief People Officer or the Chair of the People Committee. A separate whistleblowing facility is available to participants, providers, parents/guardians and the general public who have concerns or issues arising from the NCS programme.

There was one whistleblowing claim made within the Trust in March 2020, that was completed in November 2020.

Auditors

The National Citizen Service Act 2017 required the Comptroller and Auditor General of the National Audit Office to be appointed as the auditor of the Royal Charter body.

Independent Assurance

Internal Audit services are provided by Mazars. The purpose of internal audit is to provide the Accounting Officer and the board, through the Audit and Risk Committee (ARC), with an independent and objective opinion on risk management, control and governance and their effectiveness in achieving the Trust's agreed objectives. For FY 20/21 Mazars provided an overall opinion of "Moderate" meaning there are improvements required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.

This opinion is based on work conducted during the FY 20/21, which encompassed four internal audit reviews, resulting in three adequate levels of assurance and one limited assurance.

The one limited assurance refers directly to the work being undertaken on an effective Procurement Strategy, for which there is none at the moment. Our Commercial Director joined the organisation in late December 2020 and has been working on an all encompassing "Commercial Strategy" that will cover Procurement, Contracts Management and Supply Chain Management strategy. However, this strategy will not be ready until later in the year as we align the Commercial Department to the strategy of the CSR submission.

Definitions of the Mazars assurance levels are as follows:

Substantial Assurance: Our audit finds no significant weaknesses and we feel that overall risks are being effectively managed. The issues raised tend to be minor issues or areas for improvement within an adequate control framework.

Adequate Assurance: There is generally a sound control framework in place, but there are significant issues of compliance or efficiency or some specific gaps in the control framework which need to be addressed. Adequate assurance indicates that despite this, there is no indication that risks are crystallising at present.

Limited Assurance: Weaknesses in the system and/or application of controls are such that the system objectives are put at risk. Significant improvements are required to the control environment.

There was one fundamental (Priority 1) observation or recommendation across all of the internal audit reviews conducted in FY 20/21 and management have agreed action plans in place to implement the recommendations raised.

Data reported to the Board

The Trust has improved its reporting and is committed to being a data led organisation by improving its capacity and capability in this area. The Trust reports data regularly to the Board via Management Reports circulated in advance of every Board meeting.

Data is provided in a timely manner to support discussion, challenge and questions on key metrics such as participation vs target, actual costs vs budget and net promoter score supported by in-depth narrative and explanation. Minutes show robust challenge by Board members having had time to prepare and having been given balanced information calling out strengths and areas for improvement. The Board has occasionally requested more information but this is rare, indicating the volume and quality of information provided is sufficient to enable robust challenge and decision making.

Statement of Accounting Officer's Responsibilities

Under the National Citizen Service Act 2017, the Secretary of State for Digital, Culture, Media and Sport (with the consent of the relevant authority) has directed National Citizen Service Trust to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of National Citizen Service Trust and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government FReM and in particular to:

- » Observe the Accounts Direction issued by the Department for Digital, Culture, Media and Sport, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- » Make judgements and estimates on a reasonable basis;
- » State whether applicable accounting standards as set out in the Government FReM have been followed, and disclose and explain any material departures in the financial statements;
- » Prepare the financial statements on a going concern basis; and
- » Confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable

The Permanent Secretary for the Department for Digital, Culture, Media and Sport has appointed me, the Chief Executive, as the Accounting Officer of National Citizen Service Trust. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable for keeping proper records and for safeguarding the National Citizen Service Trust's assets, are set out in Managing Public Money published by HM Treasury.

As the Accounting Officer, I confirm that:

- » I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that National Citizen Service Trust's auditors are aware of that information and that, so far as I am aware, there is no relevant audit information of which the auditors are unaware; and
- » I have complied with all the requirements of the Government FReM as summarised above

To assist me in providing this assurance, I have asked each member of my Senior Leadership Team who were in post for FY 20/21 to complete a Letter of Assurance.

Remuneration Report

Remuneration Committee

The Board has established a People and Remuneration Committee, which includes a representative of the Government. The Remuneration Committee has approved Terms of Reference from the Board and the Government Representative has a veto power over the approval of the Trust's remuneration policy and any subsequent changes / updates.

Civil Service Pay Guidance

NCS Trust, as an ALB of DCMS is bound by the annual Civil Service Pay Guidance. The guidance is issued on an annual basis in April and sets out the percentage of the pay bill that can be spent on pay increases within the year and the parameters within which this can be performed.

Further, any annual pay increase or decision to award performance-related pay to employees at Chief and Director level must be considered alongside and according to the same principles that apply to the Senior Civil Service pay. DCMS as the sponsor department is responsible for enforcing this.

Remuneration Policy

The Remuneration Committee will consider information provided by Management as context for its decision making in relation to the acceptance or rejection of a suggested remuneration policy, including but not limited to:

- » The organisation's current financial position;
- » Any existing or emerging risks that may impact on the organisation's financial stability; and
- » Comparison(s) of the competitiveness of the organisation's salary banding and benefits against credible independent market benchmarks

The CEO will not be involved in deciding their own remuneration.

The appropriateness and relevance of the remuneration policy will be reviewed annually by the Remuneration Committee, including reference to relevant comparisons to ensure that NCS Trust remains sensitive to the broader issues within its sector (e.g. pay and employment conditions elsewhere) alongside Civil Service pay guidance.

Transparency

In accordance with the Government Financial Reporting Manual (FRoM), appropriate details will be disclosed in our Annual Report, and on our website and as required.

Pay and benefits

The organisation will refer to relevant benchmarks, inflationary indexes and the annual Civil Service pay guidance in determining salary offered to NCS employees including the Chief Executive. This is to ensure that salary provides an appropriate incentive to encourage enhanced performance and in a fair and responsible manner, rewarding individual contributions to the success of the organisation. The Trust's Remuneration Policy covers salary, promotions and role changes, cash allowances, other benefits and arrangements at the end of employment.

The Chair, and People and Remuneration Committee, which includes the Government Representative, has responsibility to agree the terms and remuneration of the CEO. The Chair, and People and Remuneration Committee's discretion to make decisions will at all times be in accordance with the Civil Service Pay Guidance published by HM Treasury. We benchmark the CEO's base salary on an annual basis to ensure that they are paid at an appropriate level.

We offer a competitive benefits package to our people including:

- » Cycle to Work - A UK Government initiative that allows you to purchase a cycle and equipment - the cost is recouped through monthly deduction from gross salary
- » Employee Assistance Programme - 24-hour helpline and up to six face to face sessions of counselling per incident
- » Life Insurance - Four x Annual Basic Salary
- » NCS Trust Perks at Work - A discount platform offering a broad range of discounts
- » Paid jury service - Full pay for duration of service
- » Payroll Giving to Your Nominated Charity - Tax-effective monthly deduction from pre-tax earnings
- » Sabbatical leave - Unpaid sabbatical requests will be considered against business needs
- » Volunteer days - Match to a maximum of five days paid time off for volunteering against employee's own time
- » TRIBE scribes: Employees are invited to nominate each other for a "TRIBE" scribe representing one of the Trust's values (Trustworthy, Results-drive, Inclusive, Bold or Empowering). Quarterly, the Employee Voice Forum (EVF) will vote on a winning TRIBE scribe epitomising each of the values. The winner will receive a £20 voucher

The Trust does not offer any long-term incentives to its employees, including the members of the Senior Leadership Team.

Non-Executive Directors' Remuneration

The Chair of the Board is publicly appointed and, in this role, is expected to commit a material amount of time to our business. The chair is remunerated for this at the rate of £400 per day, with the cumulative fee capped at £40,000 per annum. This cap is based on the contractual year from July and equates to a time commitment of around two days per week. The chair is not an employee of the Trust and receives no other benefits.

The non-executive directors are appointed by DCMS and are not remunerated. We are very grateful for the significant commitment they make to the Trust in this entirely voluntary capacity.

The chair and the rest of the non-executive directors are entitled to be repaid expenses incurred on the Trust's business, subject to limits contained in the Trust's travel and expenses policy.

Senior Executive Pay in 2020/21

The names and roles of the board of directors and members of the senior leadership team are set out in the Directors' Report. All of those individuals are treated as 'directors' for the purposes of this report, which contains the information we are required to produce under the Government FReM FY 20/21.

The following tables cover the FY 20/21. (This is subject to audit)

	Annualised Salary	Salary	Bonus	Employer's Pension Contributions	Benefits in kind	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(To nearest £100)	(£'000)
	2020/21 (2019/20)	2020/21 (2019/20)	2020/21 (2019/20)	2020/21 (2019/20)	2020/21 (2019/20)	2020/21 (2019/20)
Brett Wigdortz OBE Chair	Up to £40k (Up to £40k)	30-35 (40-45)²	NIL (NIL)	NIL (NIL)	NIL (NIL)	30-35 (40-45)
Mark Gifford Chief Executive Officer	145-150 (145-150)	145-150 (10-15)	NIL (NIL)	10-15 (0-5)	NIL (NIL)	160-165 (10-15)
Miriam Jordan Keane Chief Marketing & Sales Officer	140-145 (140-145)	140-145 (140-145)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	150-155 (150-155)
Simon Sharkey Woods Chief Information Officer & Interim Chief People Officer ³	120-125 (115-120)	120-125 (115-120)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	130-135 (125-130)
Amanda Best Interim Chief Operations Officer	115-120 (115-120)	115-120 (25-30)	NIL (NIL)	5-10 (0-5)	NIL (NIL)	125-130 (30-35)
Naim Moukarzel Chief Programme Officer	110-115 (105-110)	110-115 (100-105)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	115-120 (105-110)
Lizzie Hanna Chief Financial Officer ⁴	135-140 (135-140)	135-140 (10-15)	NIL (NIL)	5-10 (0-5)	NIL (NIL)	145-150 (10-15)

Note: as Michael Devlin was only put in post as Chief Governance and Delivery Officer and Chief Strategy and Insight Officer after the reporting period, he is not included in this table.

² Cumulative fee capped at £40,000 per annum. This cap is not based on the financial year but on the contractual year from July and equates to a time commitment of around two days per week

³ Held post of Interim Chief People Officer from 1 July 2020 to 31 March 2021

⁴ Previously Interim Chief Financial Officer and became permanent on 22 June 2020

Gender Pay Gap and Equal Pay

We introduced salary levels and grades in July 2020 ensuring everyone was mapped to the correct grades. People below their salary band minimum were brought up to the minimum.

We also ran a Gender Pay Report at the end of July 2020.

Overall results

	NCS Trust	Charities/ Not for profit	Central Government	Whole Sample (Xpert HR)	All employees (National Statistics)
Mean gender pay gap	4.1%	5.8%	14.6%	13.7%	16.2%
Median gender pay gap	7.2%	1.7%	17.0%	10.6%	17.3%
Mean gender bonus gap	3.3%	35.3%	20.5%	35.0%	67.9%
Median gender bonus gap	1.5%	24.3%	23.5%	20.0%	40.3%
% of male employees receiving a bonus	40.9%	0.0%	35.5%	19.7%	0.0%
% of female employees receiving a bonus	42.3%	0.0%	38.0%	18.1%	0.0%

The Trust's results are significantly better when compared to the four other samples, apart from the median pay gap which is higher than other charities/not-for-profit.

These activities will support us in continuing to build a diverse workforce and ensuring that recruitment and pay decisions are fair and consistent across the organisation.

We will re-run the gender pay gap report in July 2021 which will provide us with a year on year comparison. We have very recently permanently appointed two female Chiefs to the senior leadership team and this will benefit representation at this level.

Staff Report

The following sections are subject to audit

Staff Costs

	Permanently Employed Staff	Others	2020/21	2019/20
	£'000	£'000	£'000	£'000
Wages and Salaries (including performance related pay)	11,304	47	11,351	12,167
Pension Costs	816	-	816	816
Social Security Costs	1,306	-	1,306	1,308
Untaken Leave Accrual	236	-	236	150
Total Staff Costs	13,662	47	13,709	14,441

Average Number of Staff During the Year - FTE

NCS Trust Staff	2020/2021	2019/20
Employees	232	223
Other Staff (includes agency/seconded staff)	1	6
Total¹	233	229

¹ Whilst average headcount was modestly higher in FY 20/21 than in FY 19/20, reflecting the Trust's decision to in-source direct delivery in three regions as part of its recommissioning strategy, the Trust pivoted and leveraged off organic change which meant that it ended FY 20/21 on 213.8 FTE - a figure last seen in July 2018 before the Trust embarked on a direct delivery strategy.

Additionally the analysis below shows the number and % decrease in headcount at different role levels, using a comparison between the average headcount across quarter four of FY 19/20 and at June 2021.

Role Level	Headcount Decrease	% Decrease
Leadership team ¹	10.50	23.60
Director	3.25	22.81
Head of	7.25	23.97
Manager	6.25	7.16
Team Member	7.25	6.60

¹ Made up of Director and Head of roles.

Compensation for Loss of Office

There was no compensation paid on early retirement nor for loss of office to any director during the FY 20/21. In FY 19/20 there was also no compensation paid on early retirement nor for loss of office to any director.

Exit Packages

There were no exit packages paid during FY 20/21. FY 19/20 there were also no exit packages paid.

Payments to Past Directors

There were no payments to past directors during FY 20/21. In FY 19/20 there were also no payments to past directors.



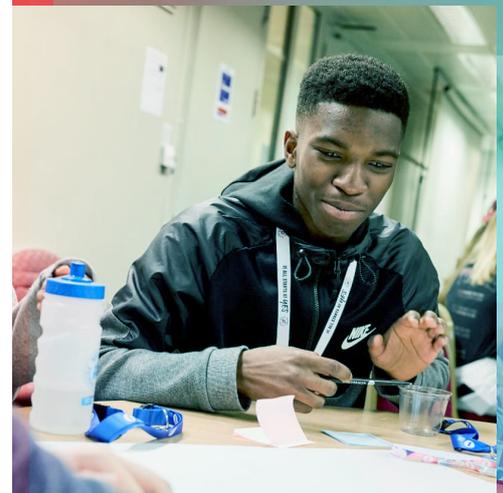
Fair Pay Disclosures

The relationship between the remuneration of the highest paid director in the Trust and the median remuneration of staff, and the range of remuneration paid, based on annualised full time equivalent figures at 31 March 2021 is shown below.

	2020/21	2019/20
Band of the highest paid director's salary, bonus and benefits in kind (£'000)	145-150	145-150
Median equivalent of workforce (£)	44,300	45,000
Remuneration Ratio (The ratio between the median staff remuneration and the midpoint of the banded remuneration of the highest paid director)	3.3	3.3

	2020/21	2019/20
Highest remuneration paid (£'000)	145-150	145-150
Lowest remuneration paid (£'000)	15-20	15-20

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payment and employer pension contributions. The following sections are not subject to audit:



Off Payroll Engagements

Table 1: For all off-payroll engagements as of 31 March 2021, for more than £245 per day and that last for longer than six months

	2020/21	2019/20
For all off-payroll engagements as of 31 March 2021, for more than £245 per day and that last for longer than six months	4	2
Of which...		
No. that have existed for less than one year at time of reporting	3	0
No. that have existed between one and two years at time of reporting	0	2
No. that have existed for between two and three years at time of reporting	1	0
No. that have existed for between three and four years at time of reporting	0	0
No. that have existed for four or more years at time of reporting	0	0
Confirmation that all existing off-payroll engagements, outlined above, have at some point been subject to a risk based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, that assurance has been sought	Yes	Yes

Table 2: For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021, for more than £245 per day and that last for longer than six months.

	2020/21	2019/20
No. of new engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021	1	6
Of which...		
No. assessed as caught by IR35	0	2
No. assessed as not caught by IR35	1	4
No. engaged directly (via PSC contracted) and are on the departmental payroll	0	0
No. of engagements reassessed for consistency / assurance purposes during the year	0	0

Table 3: For any off-payroll engagements of board members and/or senior officials with significant financial responsibility, between 1 April 2020 and 31 March 2021.

	2020/21	2019/20
No. of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year	0	0
Total no. of individuals on payroll and off-payroll that have been deemed "board members, and/or, senior officials with significant financial responsibility", during the financial year. This figure should include both on payroll and off-payroll engagements	7	8

Apprenticeship Levy

The Government introduced the Apprenticeship Levy from 1 April 2017. NCS Trust contributed £43,014 in the year with £1,000 of claims to fund apprenticeships made. The Trust has plans to increase the number of Apprentices to support young people and to utilise the levy (in FY 19/20 NCS Trust contributed £41,170 with £3,102 of claims to fund apprenticeships made).

Staff Composition

Gender	NCS Trust Staff 2020/2021	NCS Trust Staff 2019/2020
Male	43%	43.2%
Female	57%	57.8%

Disability	NCS Trust Staff 2020/2021	NCS Trust Staff 2019/2020
Yes	6.3%	7.5%
No	91.4%	89.5%
Not Disclosed	2.3%	3%

Ethnicity	NCS Trust Staff 2020/2021	NCS Trust Staff 2019/2020
White	81.3%	80.5%
Black, African, Caribbean, Black British	9.4%	7.5%
Asian, Asian British	4.6%	6%
Mixed, Multiple Ethnic Groups	3.1%	3.8%
Other	2.3%	2.3%

Age	NCS Trust Staff 2020/2021	NCS Trust Staff 2019/2020
16-24	7%	10.5%
25-29	15.4%	19.5%
30-34	21.9%	23.3%
35-39	21.9%	20.3%
40-49	23.2%	16.5%
50+	10%	9.8%

Please note we are unable to split out Senior Executive data because we have a “rule of ten” approach when sharing such sensitive data and there were not ten or more Senior Executives within the Trust during FY 20/21.

Additionally the caveat with these composition figures, are that they may not represent the whole of the NCS Trust workforce because the figures are taken from our equality, diversity and inclusion data, which is not mandatory.

Sickness Absence

NCS Trust has policies and procedures in place to monitor sickness absence, (both long and short term) and this information is reviewed by the Management Team. During 1 April 2020 and 31 March 2021, sickness absence averaged 0.83 days per person. (In FY 19/20, sickness absence averaged 2.26 days per person.)

Expenditure on Consultancy

During 1 April 2020 and 31 March 2021, expenditure on consultancy at the Trust was £167,042. Consultancy spend is made up of commercial procurement and contract support, advanced analytics and business intelligence deployment. (FY 19/20 expenditure on consultancy at the Trust was £1,481,828)

Staff turnover

Staff turnover FY to 31 March 2021 is 18%. (In FY 19/20 staff turnover was 42.1%).

The calculation used is leavers over a 12 month period / average employees in the period.

When looking at attrition over the last twelve months, it is worth highlighting that it has been a time of change and ambiguity, whether this is as a result of the COVID-19 pandemic and the alteration in programme delivery, Government spending reviews and renewed direction of travel set by senior leaders. As with other organisations, some people decide in such a landscape to seek more certainty elsewhere, or re-consider the career path they want to follow.

Additionally in a smaller organisation like the Trust, there will always be a certain amount of attrition, as the opportunity for vertical promotion

is not as readily available as in bigger businesses. Also younger generations within the workplace, want more of a portfolio career rather than remaining with just one company. People who leave to bolster their experience and skills, may well return to the Trust in the future, which is a future bonus.

During FY 21/22 we will be undertaking organisational design reshaping work. This is critical to providing ongoing meaningful employment and will enable us to deliver our strategic aims. Additionally during the coming year, we will enhance performance management, provide foundation learning for managers and leaders across the Trust thus driving an improved employment experience, and introduce a talent management process that will identify talent and enable us to support, stretch, test and develop individuals.

Staff Policies Applied During the Year (regarding disabled persons)

The following policies applied to all employees of the Trust, including the members of the Senior Leadership Team, during the year to 31 March 2021 and to the date of this report:

Disability: We give full and fair consideration to applications for employment made by people with disabilities, having regard to their particular aptitudes and abilities. Where an employee becomes subject to a disability during their employment, to the fullest extent practicably possible we will continue that person's employment, making all reasonable adjustments that we can and arranging appropriate training. We provide training, career development and promotion opportunities for disabled people employed by the Trust as appropriate.

Diversity and Inclusion: We have a formal policy setting out our approach to these important issues, which we actively seek to promote in the workplace. We have a number of staff-led networks which actively promote diversity and inclusion.

Health, Safety and Security: We have a formal policy which seeks to provide all of our employees with a safe place and system of work, and to assure their personal safety and security while working on our behalf.

Staff Engagement

We communicate with our employees regularly at company-wide meetings that can be accessed remotely via a Google meet facility. The meetings include company-wide updates, information about what different parts of the organisation are involved with and the opportunity to raise questions.

We share important developments via bespoke communications. We will consult with employees where there are material changes that affect their work location or any risk to the continuation of their employment. While we do not formally recognise any trades unions, we would welcome any employee joining a union should they wish to do so.

During 2020 we created an Employee Voice Forum with fair representation from across the organisation. This forum enables employees to share their feedback via elected representation. A Senior Leader attends each meeting and acts as the conduit to the Senior Leadership team.

The Chief Executive Officer hosts informal catch ups with a rotated group of employees throughout the year. Employees are able to ask anything they want at these gatherings. The Chief Executive Officer also regularly attends Employee Voice Forum meetings in order to communicate with representatives.

In April 2020, the Trust undertook its first People Focus Survey. Eighty-eight percent of NCS Trust employees took part in the survey. Some of key results from this survey are listed below, percentages are based on the number of employees who completed the survey:

- » 92% agreed NCS makes a positive contribution to the lives of young people
- » 81% were proud to work for NCS Trust
- » 73% thought the organisation was changing for the better
- » 72% would recommend working at NCS Trust to other people

Some areas for improvement were highlighted as:

- » Explaining the impact of decision making on NCS employees
- » Ensuring NCS employees know how to access development and take time to develop themselves
- » Enabling more NCS employees to feel recognised when they do a good job

Diversity and inclusion

During 2020, a D&I working group was established including subject matter experts, along with members of the Trust's People team and CEO office. The group connected with representatives from staff bodies including the Employee Voice Forum, Black Women's Network, LGBTQ+ network, and Young Professionals Network and pulled together initial thoughts for a NCS D&I strategy. At the beginning of 2021 the Trust undertook inclusion training, inviting all NCS employees to attend a facilitated session. There was also a separate session for Leaders. NCS also internally seconded two D&I Project Consultants at the beginning of 2021 who have focused on undertaking a D&I diagnostics exercise asking all NCS employees to share information. Then along with feedback already gathered from the Employee Voice Forum, the D&I Project Consultants recently presented recommendations to the senior leadership for consideration.

Going forward in FY 21/22 we are in the process of recruiting for an internal or external D&I Lead to be in place until the end of March 2022, with a remit of focusing on delivering many of the recommendations highlighted, as well as creating a robust D&I strategy.

Parliamentary Accountability and Audit Report

Regularity of Expenditure (This is subject to audit)

The Trust is required to report on the regularity of expenditure including losses and special payments in line with Managing Public Money requirements.

The Summer 2020 NCS Programme was officially cancelled on 7 April, at which point The Trust had paid out £3.6m worth of deposits to 44 accommodation venues. Due to Procurement Policy Note 02/20 and contractual obligations, the deposits held no value in FY 20/21 and were treated as non refundable.

Three other accommodation suppliers were also due to receive the balance of their deposits in March 2020 but these were held back due to COVID-19 and the subsequent lockdown. In accordance with our contractual terms, HMT advised us that these additional obligations of £3.8m should also be honoured.

As such, the Trust reports constructive losses of £7.4m in relation to programme accommodation cancelled due to COVID-19.

For the twelve month period to 31 March 2021, NCS Trust has no matters to report in relation to non-IAS 37 contingent liabilities nor irregular expenditure.

Our Accountability Report was approved by Mark Gifford, CEO and Accounting Officer:

Signed



Dated

03 December 2021



THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I certify that I have audited the financial statements of the National Citizen Service Trust for the year ended 31 March 2021 under the National Citizen Service Act 2017. The financial statements comprise: The Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- » give a true and fair view of the state of the National Citizen Service Trust's affairs as at 31 March 2021 and of the net operating expenditure for the year then ended;
- » have been properly prepared in accordance with the National Citizen Service Act 2017 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to public interest entities. I am independent of the National Citizen Service Trust in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Citizen Service Trust's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the National Citizen Service Trust'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.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for National Citizen Service Trust is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the annual report but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

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

- » the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the National Citizen Service Act 2017; and
- » the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Citizen Service Trust and its environment obtained in the course of the audit, I have not identified material misstatements in the performance and Accountability report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- » adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- » the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- » certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made; or
- » I have not received all of the information and explanations I require for my audit; or
- » the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer, is responsible for:

- » the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- » internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error.
- » assessing the National Citizen Service Trust'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 Accounting Officer anticipates that the services provided by National Citizen Service Trust will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the National Citizen Service Act 2017.

My 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 a

certificate that includes my 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- » Inquiring of management, the internal audit function and those charged with governance, including obtaining and reviewing supporting documentation relating to the National Citizen Service Trust policies and procedures relating to:
 - » identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - » detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - » the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the National Citizen Service Trust's controls relating to the National Citizen Service Act 2017 and Managing Public Money.
 - » discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: revenue recognition, posting of unusual journals, fraudulent claims by Local or Regional Delivery/ Management Partners for 'fictitious' participants.
 - » obtaining an understanding of National Citizen Service Trust's framework of authority as well as other legal and regulatory frameworks that the National Citizen Service Trust operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the National Citizen Service Trust. The key laws and regulations I considered in this context included National Citizen Service Act 2017, Managing Public Money, Employment Law, Tax Legislation, and Pensions Legislation.
- In addition to the above, my procedures to respond to identified risks included the following:
- » reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
 - » enquiring of management, the Audit Committee and the in-house legal team concerning actual and potential litigation and claims;
 - » reading minutes of meetings of those charged with governance and the Board;
 - » in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
 - » in addressing the risk of irregularity in expenditure undertaking procedures to testing whether any non-contractual payments were made in the year; assessing whether payments in lieu of notice made in the year constituted novel, contentious or non-contractual payments; testing a sample of young people's data to identify any fictitious records; and reviewing spend against Cabinet Office spending controls.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Date

08 December 2021

Financial Statements and Notes

Statement of Comprehensive Net Expenditure

Statement of Comprehensive Net Expenditure for the year ended 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
INCOME			
Other Operating Income	3	(3)	(491)
Service User Contribution Income	3	(132)	(3,049)
TOTAL OPERATING INCOME		(135)	(3,540)
EXPENDITURE			
Other Expenditure	4	58,242	141,943
Staff Costs	5	13,709	14,441
TOTAL OPERATING EXPENDITURE		71,951	156,384
NET OPERATING EXPENDITURE		71,816	152,844
Other Comprehensive Expenditure		-	-
COMPREHENSIVE NET EXPENDITURE FOR THE YEAR		71,816	152,844

All income and expenditure relates to continuing operations

The notes on pages 64 to 73 form part of these accounts

Statement of Financial Position

Statement of Financial Position at 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
NON-CURRENT ASSETS			
Property, Plant and Equipment	6	9	60
Right Of Use Assets	7	-	883
Intangible Assets	8	37	141
TOTAL NON-CURRENT ASSETS		46	1,084
CURRENT ASSETS			
Trade and Other Receivables	9	921	4,245
Cash and Cash Equivalents	10	33,675	33,354
TOTAL CURRENT ASSETS		34,596	37,599
TOTAL ASSETS		34,642	38,683
CURRENT LIABILITIES			
Trade and Other Payables	11	(23,545)	(29,925)
Provisions	12	-	(406)
Lease Liabilities	14	-	(887)
TOTAL CURRENT LIABILITIES		(23,545)	(31,218)
TOTAL ASSETS LESS TOTAL LIABILITIES		11,097	7,465
TAXPAYERS' EQUITY AND OTHER RESERVES			
General Fund		11,097	7,465
TOTAL TAXPAYERS' EQUITY		11,097	7,465

The notes on pages 64 to 73 form part of these accounts



Mark Gifford
CEO and Accounting Officer
National Citizen Service Trust
Date: 03 December 2021



Brett Wigdortz
Chair
National Citizen Service Trust
Date: 03 December 2021

Statement of Cash Flows

Statement of Cash Flows for the year end 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net Operating Cost after Taxation		(71,816)	(152,844)
Adjustments for Non-Cash Transactions	6,7,8	1,033	1,318
Other Non-Cash Movements		81	-
Trade & Other Receivables - (Increase)/Decrease	9	3,324	(3,212)
Inventories - (Increase)/Decrease		-	56
Trade and Other Payables - Increase/(Decrease)	11	(6,380)	21,957
Movement in Provisions	12	(406)	203
		(74,164)	(132,522)
NET CASH FLOW FROM OPERATING ACTIVITIES			
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of PPE		-	(9)
Proceeds - Gross (Profit & Loss on disposals)	6	5	-
		5	(9)
NET CASH FLOW FROM INVESTING ACTIVITIES			
CASH FLOWS FROM FINANCING ACTIVITIES			
Grant-in-Aid Received	2	75,367	158,620
Interest Payable for Lease Liabilities		18	38
Lease Liability - Cash Payments		(905)	(1,078)
		74,480	157,580
NET CASH FLOW FROM FINANCING ACTIVITIES			
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS IN THE YEAR		321	25,049
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		33,354	8,305
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		33,675	33,354

The notes on pages 64 to 73 form part of these accounts

Statement of Changes in Equity

Statement of Changes in Taxpayers Equity for the year end 31 March 2021

	Notes	General Fund £'000	Taxpayers' Equity £'000
BALANCE AT 31 MARCH 2019		1,689	1,689
Retained Surplus/(Deficit) for Year		(152,844)	(152,844)
Grant-in-Aid Received	2	158,620	158,620
BALANCE AT 31 MARCH 2020		7,465	7,465
General Fund Opening Balance Adjustment		81	81
Retained Surplus/(Deficit) for Year		(71,816)	(71,816)
Grant-in-Aid Received		75,367	75,367
BALANCE AT 31 MARCH 2021	2	11,097	11,097

The notes on pages 64 to 73 form part of these accounts

Notes to the Accounts

1. Statement of Accounting Policies

1.1 Accounting Policies

These financial statements have been prepared in accordance with the 2020/21 Government Financial Reporting Manual (FReM) issued by HM Treasury and on the basis of the Accounts Direction issued by the Secretary of State for Digital, Culture, Media and Sport, with the approval of Treasury, in accordance with section 4 (2) of the National Citizen Service Act 2017, a copy of which can be obtained from NCS Trust at 1st Floor, 48 Chancery Lane, London, WC2A 1JF.

The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of NCS Trust for the purpose of giving a true and fair view has been selected. The policies adopted by NCS Trust are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.2 Going Concern

Under Section 1 of the National Citizen Service Act 2017, the National Citizen Service Trust has a statutory responsibility to provide or arrange for the provision of programmes for young people in England with the purpose of: enabling participants from different backgrounds to work together in local communities, to participate in projects to benefit society, and enhancing communication, leadership and team-working skills of participants.

The Trust is almost fully funded by the Department for Digital, Culture, Media and Sport, through a Spending Review envelope set by the Treasury and allocated to the Trust annually by the Department via a Settlement Letter. Given the Trust's status and position as an Arms Length Body sponsored by the Department for Digital, Culture, Media and Sport, which was put on statutory footing via the NCS Act and granted a Royal Charter in 2017, the Board Members, including the Trust's Accounting Officer, have made their going concern assessment that sufficient Government funding support will continue to be made available to allow the Trust to fulfil its statutory responsibility for the foreseeable future, a period covering the remainder of financial year FY 21/22 and financial year FY 22/23.

Accordingly, the financial statements have been prepared on a going concern basis.

1.3 Accounting Convention

When material, the accounts are prepared on a modified historical cost (MHCA) basis in which the Statement of Comprehensive Net Expenditure reflects the consumption of resources at their current value and the Statement of Financial Position shows the value of non-current assets, current asset investments and (if material) inventories at their value to the business by reference to current costs. No entries have been made in the current year as adoption of MHCA would not have a material impact on the accounts. Without limiting the information given, the accounts meet the International Accounting Standards issued or adopted by the International Accounting Standards board and HM Treasury guidance on accounts of Non-Departmental Public bodies insofar as those requirements are appropriate.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £'000, except where otherwise indicated.

1.4 Use of Estimates and Judgements

The preparation of financial statements in conformity with IFRS requires management to make key judgements, assumptions and estimates that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

Dilapidations

NCS Trust previously recognised a dilapidation provision for its leased premises occupied where it had an obligation to bring the property into a good state of repair at the end of the lease. This related to the Trust's offices at the Pembroke Building in London and Broadwalk House in Exeter. The lease for the London office expired at the end of January 2021 and for Exeter, the end of March 2021.

Provisions for dilapidations involved the use of estimates and judgement where the provision was based on management's best estimate of the future obligation. The provision was based on Lambert Smith Hampton's dilapidations assessment of £20 per square foot, with total floor coverage at the London and Exeter offices being 203 square feet. Costs to restore the offices back to a good state of repair were minimal so the provision was written back in the 2020-21 financial statement and notes.

Clawbacks

An element of judgement is also used when calculating potential clawbacks from delivery partners. Within the 2020-21 financial year delivery partners were asked to complete a sunk cost exercise to allow the Trust to offset funds already paid to them against any future payments due. A similar exercise will be undertaken for the 2021 programmes.

1.5 Grant-in-Aid

Grant-in-Aid received towards resource expenditure is regarded as a contribution from a controlling party. It is recognised on a cash basis and credited to Taxpayers' Equity.

1.6 Income Recognition

Procurement income is received for merchandise purchases made on behalf of the programmes charged at a mark-up and recognised on an accruals basis.

Service User Contributions received towards a young person's attendance are deferred at year end so that the income is recognised in the month of programme delivery.

1.7 Programme Expenditure

Our delivery partner costs are accounted for in line with our contractual obligations. We recognise that on this basis there could be differences between the amounts paid to and costs incurred by our providers in the financial year. However, given our delivery partners incur costs for the delivery of future NCS programmes, we deem this is a reasonable basis of accounting for programme expenditure.

1.8 Accommodation Expenditure

Payments for accommodation are made in advance and treated as prepayments in the Statement of Financial Position.

1.9 Property, Plant and Equipment

The assets of NCS Trust are computers, leasehold improvements and other office equipment. All property occupied by NCS Trust is leased. All assets are stated in the Statement of Financial Position at depreciated historical cost as proxy to current value in existing use, as the useful economic lives are short and are a realistic reflection of the consumption of the assets.

Fixtures & fittings straight line over one - five years

Computer hardware straight line over three years

Leasehold improvements straight line over the shorter of length of lease or five years

Items are capitalised on a unit basis, whereby individual items over the value of £1,000 are capitalised. A full month's depreciation is charged on the month of acquisition.

Gain or loss arising on the disposal of an asset is determined as the difference between the sales value and the carrying amount of the asset and is recognised in the Statement of Comprehensive Net Expenditure for the year.

1.10 Intangible Assets

Intangible assets acquired separately from a business are recognised at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software straight line over five years.

The threshold for software to be capitalised is £1,000.

1.11 Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and other short term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

1.12 Provisions

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best

estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value the unwinding of the discount is recognised as a finance cost in the Statement of Comprehensive Net Expenditure (SoCNE) in the year it arises.

1.13 Leases

All the contracts recognised under IFRS 16 relate to use of buildings for workspace, and all the assets have therefore been grouped within a single asset category.

None of the leases capitalised under IFRS 16 in these accounts indicate an implicit interest rate within the lease contract. Therefore, the discount rate applied when assessing the value of the lease liability under amortised cost has been taken as the HM Treasury discount rate promulgated in Public Expenditure System (PES) papers, which represents the incremental borrowing rate to the Trust

The Trust has elected not to recognise right of use assets and lease liabilities for the following leases:

- » Intangible assets;
- » Non-lease components of contracts where applicable;
- » Low value assets; and
- » Leases with a lease term of 12 months or less

The Trust recognises a right of use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease liability (present value of minimum lease payments), and subsequently at the amount less accumulated depreciation and impairment losses, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is depreciated using the straight line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis of those of property plant and equipment assets.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or where that is not readily determinable, the discount rate of 1.27% as provided by HM Treasury. The lease payment is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in the index or rate, if there is a change in the group's estimates of the amount expected to be payable under a residual value guarantee, or if the group changes its assessment of whether it will exercise a purchase, extension or termination option.

1.14 Financial Instruments

The Trust is not exposed to significant financial risk factors arising from financial instruments. Financial assets and liabilities are generated by day-to-day operational activities rather than being held to change the risks facing the Trust in undertaking its activities.

The Trust's financial assets are: Cash, trade receivables due from related parties and other trade receivables. All are classified as 'financial assets at amortised cost' and denominated in pounds sterling.

The Trust's financial liabilities are: trade and other payables due to related parties, other trade payables, taxation and social security. All are classified as 'other financial liabilities' and denominated in pounds sterling.

The carrying values of short-term financial assets and liabilities (at amortised cost) are not considered different from fair value.

The Trust will assess its debtors for recoverability on an individual basis and make provisions when considered necessary. In assessing recoverability, management takes into account any indicators of impairment up until the reporting date. There were no credit losses in FY 20/21.

1.15 Standards Issued but not yet Effective

Certain new standards, amendments and interpretations to existing standards have been published but are not effective on the Trust's accounting year. The following new standards, amendments and interpretations to existing standards are not yet effective or are not yet effective in HMT's 2020/21 FReM and have not been early adopted by the Trust:

IFRS 17 - Insurance Contracts (IFRS 4 replacement – Insurance Contracts) – effective date 1 January 2023. The board anticipates that the adoption of these standards and interpretations in future years will have no material impact on the financial statements of the Trust.



2. Grant-in-Aid

	2020/21 £'000	2019/20 £'000
Received from DCMS - Revenue	75,367	158,620
TOTAL	75,367	158,620

3. Other Operating Income

	2020/21 £'000	2019/20 £'000
Other Operating Income	3	491
Service User Contribution Income	132	3,049
TOTAL	135	3,540

4. Expenditure

	2020/21 £'000	2019/20 £'000
Programme Delivery Costs - Old Contractual Arrangements	-	60,942
Programme Delivery Costs - New Contractual Arrangements	49,192	58,268
Communication, Marketing and Media Costs	2,723	7,099
IT Services	3,024	3,258
Other Professional and Legal Fees	1,085	3,445
Consultancy Fees	167	1,482
Recruitment and Staff Development	106	597
Facilities and Office Costs	442	387
The Challenge Settlement	-	2,800
Other Expenditure	612	1,186
Provisions (Released)/Provided in Year	(406)	203
Travel and Subsistence	45	800
Auditor's Remuneration for Audit Work *	95	105
Amortisation	104	164
Internal Audit	125	56
Depreciation	929	1,151
TOTAL	58,243	141,943

* No amounts are due to external auditors for non-audit work

5. Staff Costs

	Permanently Employed Staff £'000	Contract & Agency Staff £'000	2020/21 £'000	2019/20 £'000
Wages and Salaries (including performance related pay)	11,304	47	11,351	12,167
Untaken Leave Accrual	236	-	236	150
Pension Costs	816	-	816	816
Social Security Costs	1,306	-	1,306	1,308
TOTAL STAFF COSTS	13,662	47	13,709	14,441

Details of staff numbers can be found in the Remuneration and Staff Report

6. Property, Plant and Equipment

	Furniture and Fittings £'000	IT Equipment £'000	Total £'000
COST OR VALUATION			
AT 1 APRIL 2020	661	113	774
Additions	-	-	-
Disposals	(5)	-	(5)
At 31 March 2021	656	113	769
DEPRECIATION			
AT 1 APRIL 2020	(620)	(94)	(714)
Charged in Year	(33)	(13)	(46)
AT 31 MARCH 2021	(653)	(107)	(760)
NET BOOK VALUE AT 31 MARCH 2020	41	19	60
NET BOOK VALUE AT 31 MARCH 2021	3	6	9
ASSET FINANCING:			
Owned	3	6	9
NET BOOK VALUE AT 31 MARCH 2021	3	6	9

7. Right Of Use Assets

	2020/21 £'000	2019/20 £'000
COST OR VALUATION		
AT 1 APRIL 2020	1,927	1,927
Additions	-	-
At 31 March 2021	1,927	1,927
DEPRECIATION		
AT 1 APRIL 2020	(1,044)	(1,044)
Charged in Year	(883)	(883)
AT 31 MARCH 2021	(1,927)	(1,927)
NET BOOK VALUE AT 31 MARCH 2020	883	883
NET BOOK VALUE AT 31 MARCH 2021	-	-

8. Intangible Assets

	£'000
COST OR VALUATION	
At 1 April 2020	848
Additions	-
AT 31 MARCH 2021	848
AMORTISATION	
At 1 April 2020	(707)
Charged in Year	(104)
AT 31 MARCH 2021	(811)
NET BOOK VALUE AT 31 MARCH 2020	141
NET BOOK VALUE AT 31 MARCH 2021	37
ASSET FINANCING:	
Owned	37
NET BOOK VALUE AT 31 MARCH 2021	37

9. Trade and Other Receivables

	2020/21 £'000	2019/20 £'000
Trade Receivables	-	42
VAT Receivables	-	3
Other Receivables	116	76
Prepayments	804	4,124
Accrued Income	-	-
TOTAL	920	4,245

10. Cash and Cash Equivalents

	£'000
Balance at 1 April 2020	33,354
Net Change in Cash and Cash Equivalents	321
BALANCE AT 31 MARCH 2021	33,675
CASH AND CASH EQUIVALENTS	
Government banking service	19,501
Commercial bank accounts	14,174
TOTAL	33,675

11. Trade and Other Payables

	2020/21 £'000	2019/20 £'000
AMOUNTS FALLING DUE WITHIN ONE YEAR		
Trade Payables	304	16,194
Other Payables	723	239
Taxation and Social Security	360	437
Accruals	21,464	11,247
Deferred Income	694	1,808
TOTAL	23,545	29,925

12. Provisions for Liabilities

	2020/21 £'000	2019/20 £'000
Balance at 1 April 2020	406	406
Provisions not required written back	(406)	(406)
BALANCE AT 31 MARCH 2021	-	-

12.1 Dilapidations

NCS Trust recognises a dilapidation provision for its leased premises occupied where it has an obligation to bring the property into a good state of repair at the end of the lease. The provision from the prior year relates to the Trust's offices at the Pembroke Building in London and Broadwalk House in Exeter.

Costs to restore the offices back to a good state of repair were minimal so the provision was written back in FY 20/21.

13. Financial Instruments

The Trust's basic financial instruments in both years comprise cash in hand, receivables and payables that arise directly from its operations.

The Trust has no long-term borrowings or other financial liabilities besides payables.

Currency Risk

The Trust is a domestic organisation with the great majority of transactions, and all assets and liabilities being in the UK and denominated in sterling. The Trust has no overseas operations and is therefore not exposed to currency rate fluctuations.

Interest Rate Risks

The Trust is not permitted to borrow and therefore is not exposed to interest rate risk.

Credit Risk

The Trust will assess its debtors for recoverability on an individual basis and make provisions when considered necessary. In assessing recoverability, management takes into account any indicators of impairment up until the reporting date. As such, the Trust is not materially exposed to any credit risk.

Liquidity Risk

As the Trust has no borrowings and relies mainly on departmental grant-in-aid for its cash requirements, the Trust is exposed to minimal liquidity risk.

13.1 Financial Assets

	2020/21 £'000	2019/20 £'000
Trade and Other Receivables	116	118
Cash and Cash Equivalents	33,675	33,354
TOTAL	33,791	33,472

13.2 Financial Liabilities

	2020/21 £'000	2019/20 £'000
Trade and Other Payables	1,027	16,433
TOTAL	1,027	16,433

14. Lease Liabilities

	Buildings 31 March 2021 £'000
Balance at 01 April 2020	(887)
Lease Interest	(18)
Lease Payments	905
TOTAL	-

The operating leases for the 3rd and 4th floor of the Pembroke Building in London expired at the end of January 2021. The lease on Broadwalk House in Exeter expired at the end of March 2021.

No further premises leases were entered into and hence there was no lease liability at the end of the reporting period.

15. Other Financial Commitments

	2020/21 £'000	2019/20 £'000
Financial commitment obligations comprise:		
SALESFORCE LICENCES		
Not later than one year	1,509	1,509
Later than one year and not later than five years	1,132	2,641
Later than five years	-	-
PROVIDERS (SUMMER 2021 BASE PAYMENTS)		
Not later than one year	22,795	11,897
Later than one year and not later than five years	-	-
Later than five years	-	-
TOTAL	25,436	16,047

16. Capital Commitments

As at 31 March 2021, NCS Trust had no capital commitments. (2019-20: NIL)

17. Contingent Liabilities

As at 31 March 2021, NCS Trust had no contingent liabilities. (2019-20: NIL)

18. Related Party Transactions

NCS Trust is an Arm's Length Body whose ultimate parent is DCMS. In the year ended 31 March 2021, NCS Trust had various material transactions with DCMS.

Details of payments to the Senior Leadership Team can be found in the Remuneration Report in the Accountability Report.

Other than those listed below no Minister, Board member, or other related parties have undertaken any material transactions with the Trust during the year.

Ndidi Okezie is the CEO of UK Youth which received payments totalling £6,074 within the year.

Dame Julia Cleverdon is a Trustee of Step Up to Serve who were paid £58,200 within the year. This was in relation to a staff secondment to the Trust.

Hannah McClellan, a Youth Representative of the Board, is a sessional employee of Catch 22 Merseyside who are one of the Trust's programme delivery partners.

19. Events after the Reporting Period

The accounts were authorised for issue on the date the Comptroller and Auditor General certified the accounts.

The Residential Element of the Summer 2021 NCS Programme was officially cancelled on the 21st May 2021 in accordance with Contingency 2, at which point NCS had paid out £0.9m worth of deposits to 36 accommodation venues. The deposits were treated as non-refundable as notice of the cancellation was given after the 30th April hand-back date.

Accommodation deposits paid before the year end of £0.4m have been treated as prepayments in these accounts (as per last year's treatment). These payments including those made after year end are deemed constructive losses, and as such will be disclosed in the 2021-22 accounts.

Glossary

NCS:	National Citizen Service
DCMS:	Department for Digital, Culture, Media and Sport
GDPR:	General Data Protection Regulations
KPI:	Key Performance Indicator
NPS:	Net Promoter Score
FReM:	Financial Reporting Manual
ALB:	Arms Length Body

Definitions

Net Promoter Score:

Based on feedback collected from participants at the end of their programme. An SMS is sent after the programme finishes, including the question: "How likely are you to recommend NCS to others (on a scale of 0 to 10, where 0=very unlikely, and 10=extremely likely)". Rant and Rave collect the data submitted and pass this to NCS to work out an NPS score based on the responses, with detractors (scores of 0-6) subtracted from promoters (9-10) to give the net promoters.

Programme Expenditure

- » Base Charge:
Payments to delivery partners for the number of contracted places for young people to attend an NCS programme.
- » Turn Up Charge:
Payment to delivery partners based on the number of young people who arrive at the programme they signed up to and stay for at least 24 hours.



