



# NATIONAL CITIZEN SERVICE TRUST

## BOARD MEETING MINUTES

<b>Date</b>	18 June 2024		
<b>Location</b>	The British Museum Great Russell Street WC1B 3DG		
<b>Participants</b>	Harris Bokhari (Chair) Mark Gifford (CEO) Catrin Anderson Adnan Shafi (Board apprentice)	Tristram Mayhew Duncan McCourt Jacquie Nnochiri Jonathan Freeman	Deborah Tavana Amanda Timberg (online)
<b>In attendance</b>	<b>Executive Team</b> Amanda Best Michael Devlin Kelly Holder Jo Hutchinson Sarfraz Nawaz Hannah Stoddart	<b>NCS Trust</b> Jess Evans (Youth Rep) Rachael Oloyede (Youth Rep) Joe Hill (item 6) Ali Rose Lisa Mullen	<b>Government Rep:</b> Michael Livingston
<b>Apologies</b>	Ndidi Okezie (ext member) - Board Adrian Ruddock - Executive team Darren Xiberras - Board		

<b>1.</b>	<p><b>Welcome and announcements</b></p> <p><b>A. Welcome</b></p> <ul style="list-style-type: none"> <li>Mr. Bokhari welcomed the Board members and the Executive to the summer Board meeting and reiterated Mr. Gifford tendering his resignation, noting a notice period of up to 6 months</li> </ul> <p><b>B. Apologies were noted as below:</b></p> <ul style="list-style-type: none"> <li>Ndidi Okezie (external member)</li> <li>Darren Xiberras (Board member)</li> <li>Adrian Ruddock (Executive team member)</li> <li>Michael Livingston (Government Representative) was not present at the start of the meeting. His arrival was noted at agenda item 6</li> </ul> <p><b>C. Review of conflicts of interest</b></p> <ul style="list-style-type: none"> <li>Mr. Bokhari requested any updates or amendments should be advised to Ms. Willey</li> </ul>
<b>2.</b>	<p><b>Youth Spotlight (videos)</b></p> <ul style="list-style-type: none"> <li>Ms. Oloyede introduced the session ahead of the videos being viewed, providing an overview of the Women's Zone project</li> </ul>
<b>3.</b>	<p><b>CEO report: Year end update and forward look on KPIs and priorities</b></p> <ul style="list-style-type: none"> <li>Mr. Gifford took the report as read</li> <li>Mr. Gifford flagged that this has been the first year of the strategy, and significant learnings have arisen. NCS has over performed on many metrics and landed in a strong place</li> <li>Risk has been managed well, and data utilised for when course correction has been required</li> <li>There has been significant transformation and the workforce is engaged. Attrition is low, and morale is shown to be high</li> <li>Mr. Gifford called out Cyber Security, noting a deep dive will take place at the ARC meeting</li> </ul>



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<p>3.i.</p> <p>3.ii.</p>	<p>next month. NCS's position was noted as strong. Multi factor authentication has been implemented following the appointment of a Cyber Security Manager. The Cyber Essentials certification has been awarded to NCS. A cyber response team will be the next step to tighten procedures further</p> <ul style="list-style-type: none"> <li>Ms. Holder noted NCS is slightly under target on priority areas; the target of 50% was always going to be stretching and this had been communicated with DCMS. The data set is still not complete and Ms. Holder noted there is a team looking at pulling data sets together (i.e. broken down by different factors), with the hope that these can be ready for September review</li> <li>The running of Youth Parliament outcome was discussed (this was awarded to NYA). Ms. Evans suggested talking this through with the Youth Advisory Board, to understand if this initiative would meet NCS's social cohesion ambitions, and thus whether there may be a future interest in the running of it</li> </ul> <p><b>Action: Ms Evans and Mr Devlin to discuss Youth Parliament with YPs at the meeting on the 15 July, to understand their views.</b></p> <p><b>Plus 1 business case: addition to funding (verbal)</b></p> <ul style="list-style-type: none"> <li>A "plus one" provision was built into the resi contracts at the time the 2 residential contracts were tendered and awarded. This enables NCS to extend the term of the 2 residential contracts by a further year provided that NCS give 6 months or more notice of their intention to extend to the current supplier before the end of both contracts' terms.</li> <li>Mr. Nawaz shared where the position currently sits - with the plus one proposal being recommended by NCS to the government and subject to DCMS approval. At the date of the meeting DCMS had not accepted or rejected this proposal..</li> </ul> <p><b>Update on digital</b></p> <ul style="list-style-type: none"> <li>Ms. Hutchinson introduced the session, noting big learnings, however the position is strong</li> <li>Key learnings: positive feedback is being received on the digital experiences, with the hope that YPs will engage further with NCS</li> <li>Hybrid is being considered and a model will be looked at</li> <li>To procure existing services was the original expectation, however to allow innovation and a unique offer, the decision was made to develop from scratch. The mobilisation period has thus taken longer than anticipated, and volume is lower</li> <li>The team is adapting the roadmap to look at developing a number of different types of experiences</li> <li>Impact remains key for all experiences, and all learnings to date will shape the next strategy</li> <li>Influencer checks: Ms. Hutchinson confirmed there is a robust process for checking and contracting with individuals. It helps to manage any risk</li> </ul> <p><b>Action: Board members and the Executive were asked to consider any Influencer contacts they have and bring to the September meeting</b></p>
<p>4.</p>	<p><b>Update ; Alumni strategy and timeline proposal</b></p> <ul style="list-style-type: none"> <li>Mr. Devlin provided a summary of the paper, noting the current proposal is not hugely resource intensive and that existing resources can be utilised to deliver it</li> <li>Currently there is a short newsletter that is issued, however this occurs too sporadically and requires greater content</li> <li>NCS has a Social Media Manager starting imminently, and a campaign will be looked into as a first priority of the role. This should have launched by the next Board</li> <li>A bigger, strategic question includes: if resources are allocated, how much is needed?</li> <li>Income generation from commercial partners is to be explored further</li> </ul> <p><b>Action: Mr. Devlin took an action to discuss social media content with the Marketing team (to raise awareness of Alumni), as opposed to this being sent out via a newsletter</b></p>
<p>5.</p>	<p><b>New; evolving patronage</b></p> <ul style="list-style-type: none"> <li>Mr. Devlin provided an update on the paper from January 2023, regarding "Friends of NCS", as</li> </ul>




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	opposed to “Patrons”, and the Board approved the outlined approach
6.	<p><b>Strategy Development Update</b></p> <ul style="list-style-type: none"><li>• Mr. Livingston joined the meeting</li><li>• A discussion took place on strategy development, with key topics covering:<ul style="list-style-type: none"><li>- Problem statement, Vision, Outcomes, Mission</li><li>- NCS Experiences - how the offer works for young people</li><li>- Commissioning - building partnerships for delivery</li><li>- Timeframes - implications for General Election</li></ul></li><li>• Next steps will include further research into longer experiences and whether this is something young people would engage with, a deeper dive into NCS modules and a focus on local/single points of contact</li><li>• A key objective of the strategy is to be ready with a well thought out proposition for any new government. A degree of iteration within this is required, to allow flexibility</li><li>• A further update at September’s board meeting will take place</li></ul> <p><b>Action: Mr. Nawaz took an action to review the Annual Report and understand whether participation numbers are explained in enough depth, what is and is not included, and whether NCS is “selling” itself through the report on all aspects of what is offered to Young People</b></p>
7.	<p><b>Regular Governance</b></p> <p>A. <b>Board minutes for approval 21 March 2024:</b> these were formally approved by the Board</p> <p>B. <b>Approved and signed Committee minutes for noting:</b></p> <ol style="list-style-type: none"><li>i. People 7 November 2023</li><li>ii. Safeguarding 11 December 2023</li></ol> <p>C. <b>Board action log for noting</b></p> <p>D. <b>2025 Board dates:</b> these were formally approved by the Board</p> <p>E. Updates from Board Committee Chairs and Youth Advisory Board Chairs (verbal):</p> <ul style="list-style-type: none"><li>• <b>Youth Advisory Board (YAB):</b> Ms. Evans provided an update on the YAB, noting the next meeting on 15 July. An action tracker has been produced by the co-chairs. Recruitment for the new YAB is being worked on. Internally YAB is strong and this must filter out to the partnerships NCS holds</li><li>• <b>People and Remuneration:</b> Ms. Tavana updated that the direction of travel for pay review has been approved; guidelines will be published later in summer and there will be a realignment of calendars next year if required. Signposting approved for performance related pay, with concrete implementation for next year. Leadership engagement: the people plan was presented, and focus on comms is key</li><li>• <b>Audit and Risk (ARC):</b> no update since the last Board meeting; the next ARC is July 11</li><li>• <b>Safeguarding:</b> discussions included YTD performance, peak delivery, trans-inclusion and the updated annual plan. The Big Sleepover and the Easter Weekender were successes. Security at events was discussed, and for digital platforms. A deep dive paper on security for the next committee meeting is being produced</li><li>• <b>DCMS</b> Mr. Livingston updated that the next fortnight will see much preparation ahead of the General Election. DCMS relevant topics will be discussed that the government will focus on. The anticipation is that a spending review will conclude in October, as previously mentioned</li></ul> <p>F. <b>Policy Approval Notifications:</b> noting only</p> <ol style="list-style-type: none"><li>A. Paternity Leave - birthing partner policy</li><li>B. Maternity, Birthing and Adoption Leave policy</li><li>C. Redundancy Policy</li><li>D. Whistleblowing Policy</li><li>E. Conflict of Interest policy for NCS People</li></ol> <p>G. <b>At-A-Glance Upcoming Events:</b> noting only</p>
8.	<p><b>NED &amp; Executive only session</b></p> <ul style="list-style-type: none"><li>• Mr. Livingston departed the meeting and a confidential discussion took place</li></ul>
9.	<p><b>NED only session</b></p>



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	<ul style="list-style-type: none"><li>• The Executive departed, and Mr. Bokhari facilitated a confidential NED only session</li></ul>
The meeting closed at 15:30	

The minutes of 18 June 2024 were approved by the board at the board meeting on: 26 September 2024
Signed by the Chair: 
Date: 1st October, 2024