

# NCS

# NATIONAL CITIZEN SERVICE TRUST

## Annual Business Plan 2022-2023



UK Government  
Funded through the Department  
for Digital, Culture, Media and Sport



# **NATIONAL CITIZEN SERVICE TRUST**

**Annual Business Plan  
April 2022 - March 2023**



**Presented to the Parliament pursuant to Section 5 of the National Citizen Service Act 2017**



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ISBN 978-1-5286-3351-2

E02750442 05/22

Printed on paper containing 40% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller of Her Majesty's Stationery Office



## Foreword from the Chief Executive

As I write this foreword, I can't help but reflect on the extraordinary two years that have marked my time as CEO of NCS Trust. The COVID-19 global pandemic has hugely impacted everything in the world around us. Here at home, COVID-19 has profoundly impacted young people, and their need to be supported to become world-ready and work-ready has never been so great. Disrupted education, social isolation through repeated lockdowns and the impact of this on mental health, and for many the loss of loved ones for the first time. All these things have cast a long shadow.

Against this backdrop, NCS continues to play a fundamental role in enhancing life chances for young people and our vision of **'a country of connected, confident and caring citizens where everyone feels at home'** feels both relevant and resonant. Our mission remains clear, **'to inspire generations of citizens through shared experiences that develop character and bridge social divides'**. We are committed to supporting young people at a pivotal moment in their lives, on the cusp of adulthood, offering them life-enhancing experiences and the opportunity to make a difference in their community.

Our plans for the 2022/23 financial year focus on this, so we can deliver what young people want and need, as an important part of the National Youth Guarantee, to ensure they are equipped with skills for life. With our unique position as an Arm's Length Body we are mindful of the responsibility and privilege of this role. We want to further develop partnerships, leveraging the expertise of the wider youth sector to help deliver the government's strategy.

Since 2020, the Trust has been on a journey of evolution and 2022 is an important year. In 2021, we began our transformation from a 'moment' to a 'movement'. We are proud of all the new initiatives we launched last year. Despite lockdowns, nearly 70,000 young people engaged in an in-person NCS experience, through Summer and Autumn programmes and Skills Booster sessions delivered by our network.

Many of these also benefited from new Changemakers groups, and thousands more of their peers were supported through the Skills Booster resources.

We played a key role in the nationwide B-B-Thank-Q for our frontline workers in the pandemic, including one at 10 Downing Street where young people came with me and met the Prime Minister. We were chosen to be a Kickstart gateway provider and launched UK Year of Service, both focused on helping young people find employment and build a CV. We won the Young Employer Award and our programmes were repeatedly recognised for the mark young people left on their communities, like the Bradford Rail Safety project and the Durham School Uniforms initiative. We did all this while reducing costs by 42% over two years, demonstrating value for money to the taxpayer and the public purse.

In 2022, we are delivering our services while developing a new strategy and suite of services for 2023, and beyond. Our new strategy will offer young people more choices with a portfolio of digital and in-person services. We will be working with locally relevant partners who understand and respond to community needs. We will level up opportunities for young people, ensuring that no young person is left behind, working towards our vision of social cohesion.

2022/23 sees NCS in transition, preparing, designing and commissioning services for 2023, while delivering brilliant experiences for young people in 2022. This Business Plan lays out our ambitions to deliver today while preparing for tomorrow. It has young people at the centre, helping them find and use their voice and giving them a say in their future. NCS is for all young people, whatever their background, bringing them together to equip them for adulthood and supporting them to create a cohesive society achieved through social mobility, social inclusion and social good. I am very excited about the journey ahead.

Mark Gifford,



# Youth Voice Forum Co-Chairs Foreword

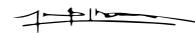
We are proud to be Co-Chairs of the NCS Trust Youth Voice Forum and Advisors to the Royal Charter Body Board of NCS Trust. We are incredibly excited to see the return of in-person activity, including residential experiences and locally focused social action this summer, addressing the needs of young people post-pandemic. NCS has always given young people from a vast range of backgrounds and regions the opportunity to unleash and maximise their potential through meaningful social action and voluntary experiences, whilst encouraging young people to unite behind the values that bind us all within society. Those who have participated in NCS through its different experiences continue to say to others, and to us, that it prepares them to be 'confident and resilient' with the skills to be 'work-ready and world-ready'.

NCS as part of the National Youth Guarantee is rightly at the centre of supporting the national recovery of young people, leading in helping build confidence and skills as young people navigate the future post-pandemic. As a youth organisation trusted by young people, including ourselves, NCS is seen as a natural source of opportunities in social action and the development of life skills. This year has been a transitional year for NCS, working towards evolving its offer for young people, and there has been no better time to harness the value of youth voice in shaping our portfolio of services for the future.

Youth voice has played an integral role within NCS, with an award-winning Youth Voice Forum embedded into the governance structure of the Trust, not only to gather insight and to engage, but to integrate that voice into key decision-making across the organisation. The Youth Voice Forum has been a critical contributor to strategic thinking, actively supporting the design of key features of NCS services, from Futuremakers to digital services. As it enters its second iteration, we as Co-Chairs are determined to continue embedding youth voice into the transformation of NCS, ensuring that it is at the forefront of defining the organisation's shift from being a 'moment' to a 'movement'.

We've seen first-hand the transformative impact youth voice and engagement has had in shaping and influencing the NCS strategy and wider transformation, building into the culture of the organisation the importance of young people being seen as equal collaborators in shaping decision-making centred around youth voice.

**Ahmed Ibrahim**



**Hannah McLellan**



**Lamin Tarawally**




# ABOUT NCS

NCS is a social development programme focused on 15-17-year-olds, young people poised on the cusp of adulthood. It brings people together from different backgrounds supporting them to have the confidence and resilience to make a difference in their community.

NCS is funded by the UK Government through the Department for Digital, Culture, Media and Sport as part of the National Youth Guarantee.



UK Government

Funded through the Department for Digital, Culture, Media and Sport

**SKILLS FOR LIFE**

# OUR VISION



The NCS Trust vision is timeless and compelling;  
***'a country of connected, confident, caring citizens where everyone feels at home'.***

NCS helps young people become **world-ready and work-ready**, and is committed to building a more cohesive society. We believe this can be achieved through:

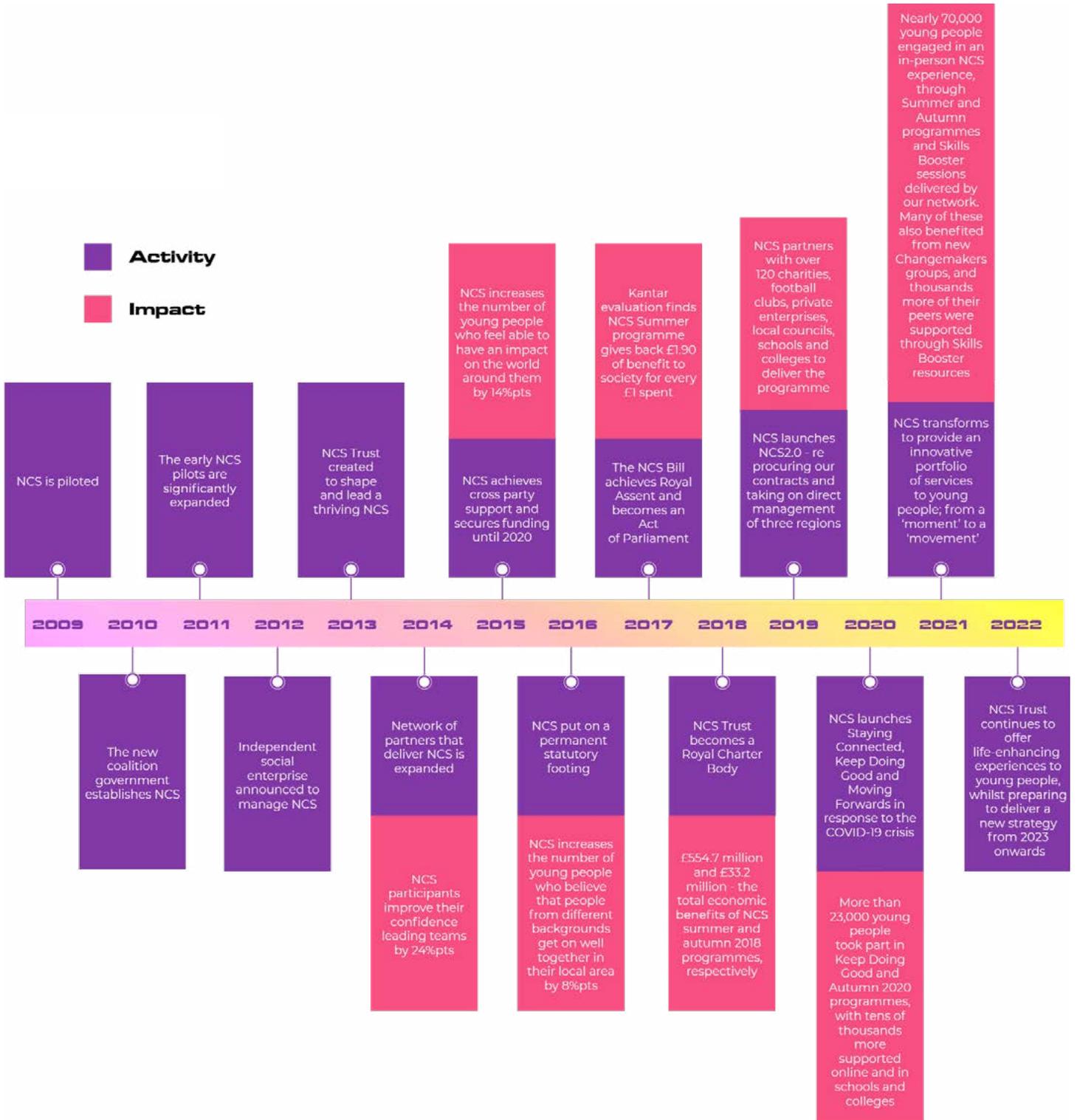
**Social mobility** - investing in the country's future talent and helping them to become 'the next greatest generation', regardless of background

**Social inclusion** - respecting and celebrating differences, whilst uniting behind values that bind society together

**Social good** - serving the community and society at large as active citizens



# OUR HISTORY



# OUR BOARD



**Ashley Summerfield**  
Global Leader, Board Consulting Practice, Egon Zehnder



**Brett Wigdortz**  
Chair  
Founder & Honorary President of Teach First and CEO of tiney.co



**Debora Taviana**  
Held executive roles in Legal & General, Williams & Glyn Bank, Resolution, Swiss Re and General Electric



**Lord Iain McNicol**  
Lord McNicol of West Kilbride is a British Labour politician and trade unionist



**Sir Ian Livingstone CBE**  
Co-Founder of Games Workshop and Non-Executive Director of Sumo Group PLC



**Jaquie Nnochiri**  
Head of Department and Head of Year 11 at a West London Pupil Referral Unit (PRU)



**Laura Jackson**  
Deputy Director for Arts and Libraries in the Department for Digital, Culture, Media and Sport



**Mark Gifford**  
Chief Executive of NCS Trust



**Ndidi Okezie OBE**  
CEO of UK Youth



**Nick Hurd**  
Former Conservative MP for Ruislip, Northwood and Pinner and served as Minister for Civil Society from May 2010 until July 2014



**Tristram Mayhew**  
Founder, Chief Gorilla and Chairman of Go Ape



# YOUTH ADVISORS



**Ahmed Ibrahim**  
Co-Chair, NCS Youth  
Voice Forum

“NCS has a critical role in supporting national recovery, especially in enhancing and supporting young people’s preparation for a world post-pandemic. Youth voice will be a critical component of this, helping define and transform NCS and also shaping wider conversations around Levelling Up. I continue to see and experience the immense value NCS contributes in uniting young people with values that bind us all to give back to their communities.”



**Hannah Mclellan**  
Co-Chair, NCS Youth  
Voice Forum

“As someone who completed NCS back in 2015 and who has worked on the programme ever since, I have experienced the true and lasting impact that NCS has on young people. As we are coming out of the pandemic, the role that NCS can play in young people’s lives is crucial to ensuring that young people are offered as many opportunities to develop and learn as possible. The changes in services that NCS offers to young people mean that we can have a greater impact than we’ve ever had before.”



**Lamin Tarawally**  
Co-Chair, NCS Youth  
Voice Forum

“It’s an exciting time to be a part of NCS Trust as it goes through a period of transformation and growth. There has rarely been a better time for the Youth Voice Forum to make such a significant beneficial impact on our portfolio of services than now. I want to make sure that youth voices are heard at every step of the process as NCS Trust evolves from a ‘moment’ to a ‘movement’. It’s critical that we all work together to make the Youth Voice Forum a powerful platform for members to confidently express their lived experiences and represent others, knowing that their voices will be heard.”

# OUR IMPACT

## Scale & Inclusion

Around

# 3/4 Million

**young people** have now benefited from an **NCS** experience

In **2021**, in-person programmes took place in

### SUMMER + AUTUMN

benefiting nearly **50,000** young people

## CHANGE MAKERS

groups **provided opportunities** in almost all local authorities in England, facilitating over **60,000** hours of **social action**



### SKILLS BOOSTER

sessions and resources continued to support **young people** in schools and colleges



NCS partners delivered sessions to around

# 18,000

**young people**, and hundreds of educators downloaded the materials for their own use, reaching **thousands more young people**

Nearly

# 350

**young people** participated in the

## FUTURE MAKERS

employability programme, through the government's **Kickstart scheme** and the NCS **UK Year of Service** pilot

### KICKSTART SCHEME

provides **young people** with a stepping stone to **full-time employment**

## UK year of service

aims to make participants **more employable** and more engaged with **socially beneficial career paths**

Participants are employed across **ten partners in the healthcare, public service and environmental sectors, all of which are grounded in local communities**

# Outcomes



More than  
**8th 10**  
 of participants in  
**SUMMER + AUTUMN**  
 found the programmes **enjoyable**  
 and **worthwhile**<sup>1</sup>

The part-residential Summer programme is found to have a **positive impact on teamwork, communication and leadership skills** as well as on **agency and attitudes** to community involvement<sup>2</sup>



NCS encourages democratic engagement, with the programme **increasing young people's participation in politics** by

**+ 12%**<sup>3</sup>



The **2021 part-residential SUMMER** programme helped to create more **connected, confident** and **caring** citizens

**82%** of young people agreed that they **made new friends** **+ 75%** felt **capable of more** than they had realised

**74%** agreed that they **feel more positive** towards people from different backgrounds

The programme also supported their **skills development**, with

**84%**

of participants in the **Summer programme** agreeing they got a chance to **develop skills** that will be **useful to them in the future**<sup>4</sup>

For every **£1** spent on the **2019 NCS Summer programme**, an **economic benefit** of

**£3.05**

was generated<sup>5</sup>



NCS has a **greater positive impact** on certain priority groups of **young people**



**Asian participants, those in care, and those eligible for free school meals** were more likely than their peers to agree that there were **more opportunities available** to them following their **NCS Summer experience**

( **79%** , **80%** , **79%** respectively compared to **74%** total)<sup>6</sup>

<sup>1</sup> Kantar and DCMS (September 2021) [National Citizen Service 2019 Evaluation](#)

<sup>2</sup> ibid

<sup>3</sup> The Behavioural Insights Team (2021) [Getting young people into politics through service learning](#)

<sup>4</sup> NCS Trust

<sup>5</sup> Kantar and London Economics for DCMS (September 2021) [National Citizen Service 2019 evaluation](#); This measure refers to the impact on wellbeing

<sup>6</sup> NCS Trust

# CASE STUDIES

## TRURO FOOD WASTE - SOUTH WEST

A group of inspiring Truro teens spent their summer holidays tackling food waste and making a difference to the city's homeless. The teens encouraged local cafes and takeaways across the city to donate any leftover food for their campaign and they donated it to St Petrocs – the local homeless shelter.

But when they realised that the charity didn't have enough fridge and freezer space to store any time-limited donations, they sprang into action to raise extra funds for the homelessness charity. They gathered over £600 for a new fridge and freezer and made sure it was fully stocked.



"It's opened up my eyes to the shocking amount of food that is wasted each year, and I'm planning on continuing to raise awareness of the issue. NCS was an absolutely amazing experience and it was rounded off really nicely with the social action project."

Lucy Marshall, 16

"We have now doubled the fridge space and it will make such a difference because it means we can accept extra food which is served to our rough sleepers on a daily basis. The new freezer will allow us to store donated bread to make sandwiches for our rough sleepers. We are very grateful to the teenagers on NCS for all their hard work and kindness."

Angie Utting, Service Manager at St Petrocs



## LOUGHBOROUGH CHARITY SUPPORT - EAST MIDLANDS

Teens in Loughborough helped renovate a mental health and sensory garden at the Peter Le Marchant Trust, which runs boating day trips and holidays for children and adults who experience health and social issues.

The team implemented their own plans for the garden and youth cabin, adding many colourful additions which will be used by the centre's visitors for years to come. They also spent time helping clean up boats, litter picking along the riverside and canal and even taking part in crew training.

A number of young people were so inspired by the work completed during their summer that they've kept volunteering with the charity as crew members, taking the centre's visitors out for boat trips. Young people who have since been involved in NCS Changemakers have also organised a community fun day for the charity, which operates solely on grants and donations.



"I think the work is just fantastic. Anyone who's involved with this has found that they're really contributing and that their own self esteem has gone up as well as increasing the joy and happiness to others who visit the centre."

**Clare Le Marchant,**  
**Founder of the Peter Le Marchant Trust**



## BRIGHTON PERIOD POVERTY - SOUTH EAST

An online campaign to raise awareness for period poverty in Brighton has been viewed over one million times and gained a national following.

A group of young people from the coastal city chose to raise funds and awareness about the issue of period poverty which affects many women in their local area. The innovative team created social media pages, including a presence on TikTok, which is where their campaign really took off. With 5,000 followers, their creative content has collectively reached the milestone of over a million views, with one video that highlights the woes of having your period, racking up nearly 900,000 views on its own – three times more than the population of Brighton.

The team's success was picked up by local newspapers and BBC South East Today and they now hope to continue raising awareness of period poverty on a national scale, looking to remove the stigma surrounding periods.

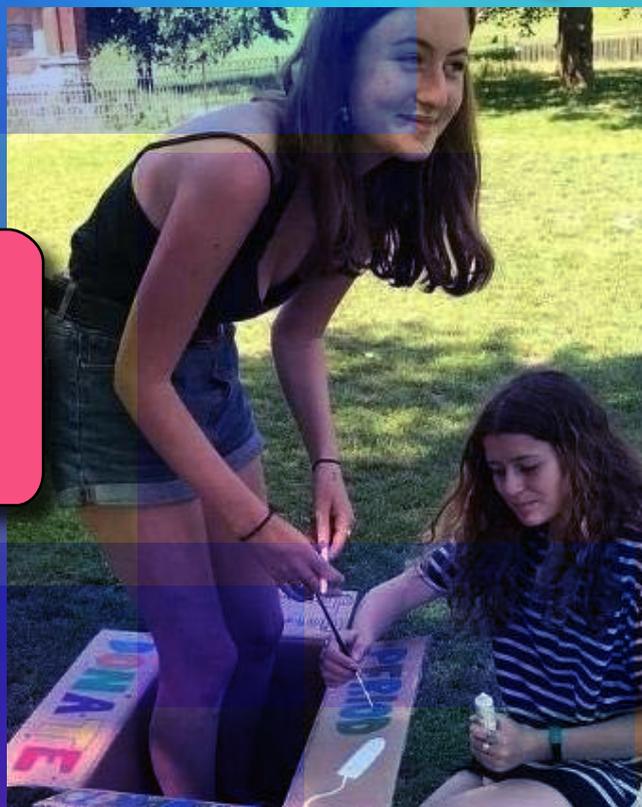


"It's great to think that we might be making even a small difference not only in Brighton but across the country through TikTok. There have been great conversations and debates in the comment sections, which helps us learn and shows that people are opening their minds to the situation."

**Sylvie Williams, 16**

"We thank NCS for giving us the tools and the confidence to continue to push the narrative way beyond the programme. We really hope we can roll it out to other parts of the country because we know there is a need for it."

**Isobel Hallworth, 16**



## SHAMZA'S STORY - YORKSHIRE HUMBER

For any teenager, entering a new country and having to integrate into the culture, as well as learning a new language can be an unnerving process. This was no different for Shamza Butt, now 18, who initially felt uncomfortable after leaving Italy and settling into life in Bradford, West Yorkshire.

At first Shamza struggled with her confidence and ability to make friends. Shamza was unable to speak English and was deprived of opportunities to engage within her community, as she grew up in a small town in Northern Italy. Shamza took it upon herself to join NCS and from the outset she was able to develop her confidence, social skills and ability to speak the English language. She is now able to get her voice heard.



"I decided to do NCS because I wanted to meet new people and make friends. I wasn't very outgoing and felt like maybe this was my chance to have fun and improve my skills."

"NCS made a huge difference for me, it changed me as a person, made me realise that I'm worth it and that I can make friends and be myself. It gave me many skills such as public speaking, CPR training and many others."

Following her taste of NCS, Shamza hasn't looked back and has taken on every opportunity that has come her way. The social action project that Shamza and her team developed on NCS received national recognition, even seeing her visit Downing Street to meet Prime Minister Boris Johnson.

Joining the Bradford NCS Changemakers group, Shamza continued making a difference, again visiting Parliament to showcase an impactful project in partnership with rail firm 'Northern' around sexual harassment on trains.

Shamza is now a member of NCS Youth Voice Forum and using her refined interests in community engagement, wants to further her passion by eventually joining the police force. Shamza said, "I could have gone to university as my parents encouraged, however because of my work done in the community and my time on NCS, I am driven to helping people and that's what motivated me to get involved in public services".

# CONTEXT FOR NCS 2022/23 BUSINESS PLAN

## THE CASE FOR CHANGE

Young people need support to prosper as the country builds back better following the pandemic. The world is a different place today to what it was when NCS Trust was founded and there are a number of factors driving change:



**Young people's needs, hopes and priorities have changed**



**The digital landscape is constantly evolving**

**NCS Trust has 11 years of experience in delivery and commissioning**

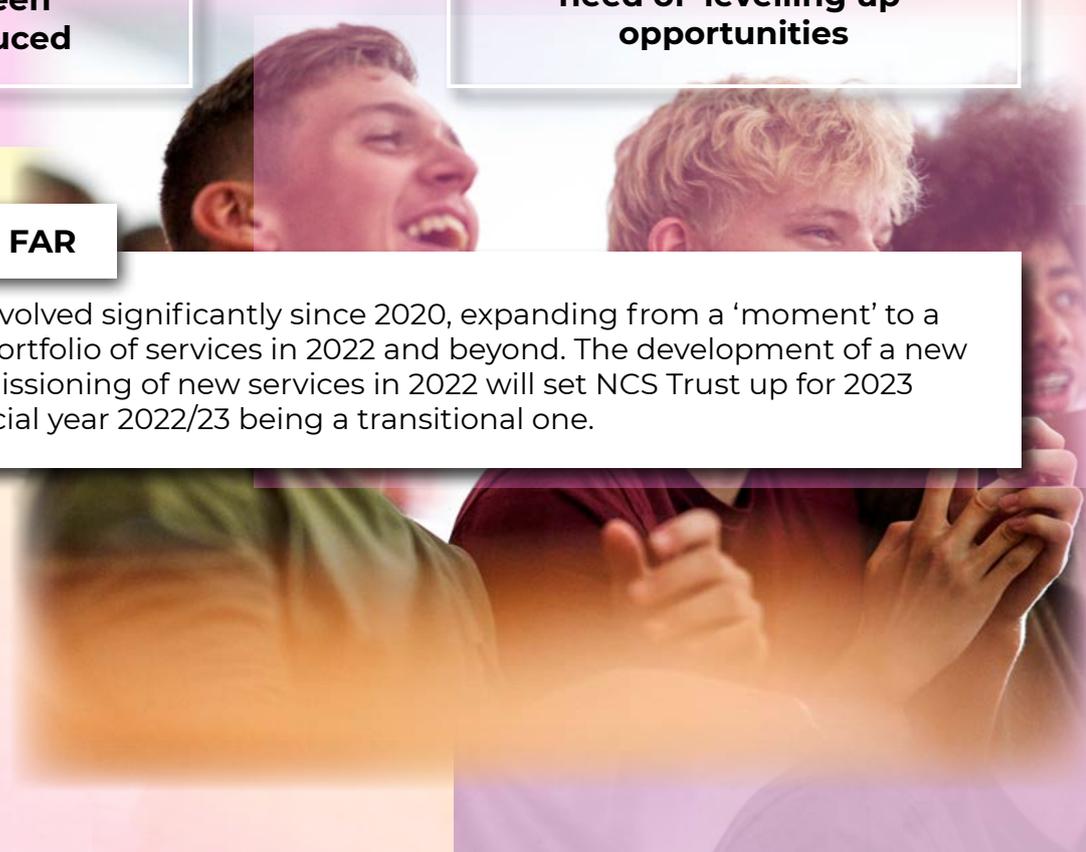


**NCS direct funding envelope has been significantly reduced**

**The country is in need of 'levelling up' opportunities**

## TRANSFORMATION SO FAR

NCS Trust has already evolved significantly since 2020, expanding from a 'moment' to a 'movement' to offer a portfolio of services in 2022 and beyond. The development of a new strategy and the commissioning of new services in 2022 will set NCS Trust up for 2023 delivery, with the financial year 2022/23 being a transitional one.



# OUR SERVICES MARCH-DECEMBER 2022

## SUMMER + AUTUMN

### PART-RESIDENTIAL EXPERIENCES

NCS programmes that involve a trip away from home, bringing young people together from different backgrounds.



## SKILLS BOOSTER

Delivery of NCS content in schools and other education settings, focusing on personal development, volunteering and social action.

## CHANGE MAKERS



Accessible monthly community action groups in every local authority, empowering young people to get involved in social action projects that are important to them and their community.



## CONNECT

A digital hub created for young people, by young people, with young people, about the things and issues they care about most.

## FUTURE MAKERS



Six to twelve-month employability programme combining work placements and social impact. NCS Trust is piloting the UK Year of Service and is supporting the Government's Kickstart scheme as both a direct and gateway provider.



# OUR STRATEGY AND SERVICES FOR 2023 AND BEYOND

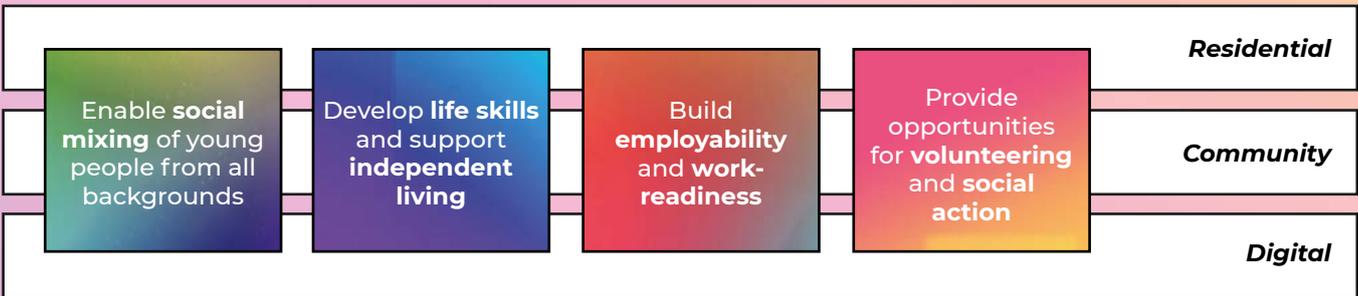
The environment in which NCS Trust operates has changed since NCS was founded in 2009. Young people’s needs, hopes and priorities are different. We know from the recent DCMS Youth Review that young people want trips away from home, regular activities, and opportunities for volunteering<sup>7</sup>. We are evolving our strategy and services to support the delivery of the government’s National Youth Guarantee, to help level up opportunities and ensure that young people are world-ready and work-ready.

NCS Trust is currently consolidating and confirming, in collaboration with DCMS and youth organisations, the details of the Trust’s new line of services and delivery to meet its strategic objectives and ensure its offering meets the needs and priorities of young people and the youth sector.

***A country of connected, confident and caring citizens where everyone feels at home***

**Social Cohesion - our ‘North Star’**

**Social Mobility    Social Inclusion    Social Good**



**Deliver in partnership with the youth sector**

**Shape the government’s ambition for young people**

**Build a platform for future growth**

<sup>7</sup> DCMS Youth Review: summary findings and government response (February 2022)

For delivery in 2023 NCS Trust will be commissioning **three core types of experience**, to give young people greater choice and flexibility on their NCS journey. These experiences are complementary to each other and young people will choose what type of experience suits them, what outcomes are right for them, and when they want to take part.

## RESIDENTIAL

A trip away from home, where young people are taken out of their comfort zone to engage in youth-led challenges.



## COMMUNITY

Regular activities taking place year-round, close to young people's homes, consisting of engaging and youth-led activities.



## DIGITAL

A range of online experiences from self-serve individual learning to live workshops to immersive experiences (e.g. escape room models).



NCS Trust recognises that there are groups of young people who historically have struggled to engage with NCS and will have a specific offering to support them.

**Lead-in partnerships** - Activities in an existing adult-led setting such as a youth group or Pupil Referral Unit, offering more tailored, bespoke experiences.

In preparation for the transition, 2022 will focus on designing and commissioning the service offering of the future, consolidating a new delivery model and partner relationships.

# NCS BUSINESS PLAN 2022/23

NCS Trust has been allocated a budget of £72.128m for 2022/23 financial year and has a clearly defined set of priorities:

- **Deliver high quality and high impact services in 2022**
- **Prepare for and commission the new national offer for 2023 and beyond**
- **Build capabilities and strengthen collaboration with the youth sector**
- **Continue to transform the Trust**

## DELIVER HIGH QUALITY AND HIGH IMPACT SERVICES IN 2022

In 2022, NCS offers a part-residential programme and regular activities in non-residential, community settings, as well as working more closely with schools and colleges to deliver content within educational settings.

Key Activities:

- Deliver high quality, inclusive, residential programmes and activities aligned with young people's needs
  - NCS services, delivered in person and digitally, are designed to support young people
  - NCS Trust will continue to promote social inclusion by ensuring that NCS is available to all
  - Youth voice is a priority for NCS Trust so that the needs and priorities of young people are met
- Ensure that NCS Trust and network partners meet 2022 targets, requirements and standards, whilst recommissioning services for the future
  - This is a transitional year and a key priority is to avoid any negative impact on the delivery of high quality services this year

- NCS Trust will support its network with clear guidance, tools and bespoke solutions to support partners in meeting their targets
- Use learnings from the evolved portfolio to inform and enable successful delivery of 2023 services
  - NCS Trust can draw on 11 years of experience and learning from research, evaluation and customer feedback to refine future services and delivery

Measures of success:

- Number of participants benefitting from the range of experiences
- Social mix and diversity of young people attending
- Quantitative and qualitative evaluation of programme delivery
- Customer feedback

These priorities build on last year's successes:

- Almost 50,000 young people took part in in-person Summer and Autumn programmes in 2021
- Skills Booster delivered in-person sessions to around 18,000 young people with hundreds of schools and colleges benefitting from materials and resources for thousands more young people
- 82% of participants in the 2021 Summer programme agreed that they made new friends, 84% developed skills that will be useful to them in the future<sup>8</sup>
- Changemaker groups facilitated over 60,000 hours of social action
- NCS Trust ran its programmes safely with all the delivery regions passing the Health, Safety and Safeguarding pre-programme assessments

## PREPARE FOR AND COMMISSION THE NEW NATIONAL OFFER

NCS Trust is preparing to deliver its new strategy from 2023, re-commissioning its services and focusing on driving quality and choice for young people through a portfolio of year-round experiences.

The Trust's ability to impact the lives of young people is driven by its diverse, locally-embedded network. Through re-commissioning, NCS Trust wants to work more closely with the youth sector, funding locally relevant providers who understand and respond to community needs.

### Key Activities:

- Define an outcomes framework, service lines, and delivery model
  - The new NCS service portfolio has been carefully designed based on what young people want and need
  - The outcomes framework is aligned to the services, to ensure that outcomes and sustained impact are achieved
  - To deliver these positive outcomes, NCS Trust will implement a new delivery model, using a tailored combination of commercial and grant funding approaches. This will enable greater choice for young people, a greater diversity of delivery partners, and a greater focus on outcomes
- Run successful commissioning and related processes, internally and with government, needed to deliver a transformed national offer from 2023
  - NCS Trust will commission based on outcomes, rather than on prescribed activities, so that a range of youth sector providers can offer diverse experiences that deliver on the four strategic objectives
  - NCS Trust will continue to engage with and listen to prospective partners through market engagement activities
  - NCS Trust is engaging closely with the government to ensure a successful

transformation and commissioning process

- Build the necessary digital capacity and capabilities
  - The Trust is committed to increasing the number of young people who can engage with NCS, even if they are unable to attend activities in person. Digital and online platforms offer new opportunities for young people to engage through different mediums
  - NCS Trust will offer enhanced digital experiences and build its data analytics and evaluation capability

### Measures of success:

- Successful commissioning of residential, digital, grant and lead-in partners
- Proportion of funding dispersed through grant agreements
- Number of organisations involved in market engagement, levels of positive feedback and number of bids
- Participation in, and engagement with, digital services
- Development and expansion of NCS digital platforms

### These priorities build on last year's successes:

- Transforming from a 'moment' to a 'movement' and developing a portfolio of services which speak to the priorities of young people
- Developing NCS Connect engaging over 60,000 young people in short-form content and engaging over 2.5 million with broader content
- Planning and delivering market engagement with prospective providers to shape the strategy and services
- Research and evidence gathering to inform the outcomes framework

## BUILD CAPABILITIES AND STRENGTHEN COLLABORATION WITH THE YOUTH SECTOR

As an Arm's Length Body of the Department for Digital, Culture, Media and Sport, and as part of the National Youth Guarantee, NCS Trust is committed to continuing to build partnerships with the youth sector. NCS Trust recognises that there is a rich heritage and expertise in the sector and will seek to convene on key issues, as well as provide thought leadership and analysis that helps to inform the government's approach to youth provision. To ensure maximum value for money for taxpayers, NCS Trust is aiming to build a platform for future growth through employability partnerships and match-funding arrangements.

### Key Activities:

- Build partnerships within and beyond the network, setting up to deliver the national offer alongside the best of the youth sector
  - NCS Trust's ability to impact the lives of young people is driven by a diverse, locally embedded network of partners and an expanded portfolio of services as part of the future strategy
  - NCS Trust will support the partner network to deliver high quality experiences this year and will engage a wide range of youth sector organisations as part of market engagement for recommissioning
- Continue to build NCS Trust's profile as a convenor and thought leader
  - NCS Trust is an important aspect of the National Youth Guarantee and will support the youth sector to deliver on the government's commitments to support young people
  - NCS Trust will work closely with its network of partners as well as with the Back Youth Alliance, #iwill, and other national youth programmes to improve youth sector collaborations
- Build platforms for future growth:
  - NCS Trust will continue to deliver the pilot UK Year of Service. The current cohort of 278 will finish in autumn 2022. We will be recruiting a new cohort of 50-100 young people (placements starting in Oct '22 and

completing in Sept '23) with a focus on 'green' jobs

- The Trust will explore revenue streams for our employability programmes including Trusts, Foundations and other grant-making bodies
- We will also explore match-funding opportunities for key areas of our future programme portfolio - particularly community-based and 'lead-in' services, as well as our schools-based offers

### Measures of success:

- Number of roundtables/workshops convened on priority topics
- Proportion of funding received by youth sector and community based organisations
- Feedback from partners and stakeholders
- Contributions to broader government priorities, such as facilitating young people's volunteering at the Commonwealth Games, Jubilee Pageant and other events of national importance

### These priorities build on last year's successes:

- NCS Trust collaborated with the Centre for Education and Youth, Scouts and YouGov to deliver a discussion paper exploring the role of extracurricular and enrichment activities in delivering a transformational education recovery experience for young people
- An academic research project with UCL's School of Public Policy and the Behavioural Insights Team (BIT) shows NCS having a positive effect on young people's political participation. These findings contribute to the wider understanding of the impact of service learning programmes, like NCS, on democratic engagement among young audiences
- Conducting meaningful research with YouthSight, listening to over 1,000 young people to shape the evolving strategy and service portfolio
- Providing secretariat support for the Back Youth Alliance, a strategic alliance of national youth sector organisations

## CONTINUE TO TRANSFORM THE TRUST

The NCS Act of 2017, and the Royal Charter body status, ensure that NCS is transparent, independent and accountable, attributes which remain central to everything that NCS Trust does. NCS Trust will continue to undergo change to ensure it can successfully deliver an updated strategy, supporting the nation's young people and delivering good value for money. The Trust has already recognised the need to do more with less, and has embraced that over the past two years, reducing Trust costs by 40% from £39.2m in 2019/20 to £23.6m (excluding Transformation costs) in 2022/23.

NCS Trust will continue to drive efficiencies, developing its organisational structure to support a new service portfolio. It has allocated £1m to transformation activities and has designed a comprehensive transformation programme for 2022/23, with defined milestones and outcomes, as well as a structured governance and delivery framework.

The Employee Voice Forum will continue to listen to the views of staff and influence culture and ways of working. NCS Trust puts young people at the heart of what it does, ensuring young people's voices are heard. To measure the impact of NCS and support the data captured, NCS Trust will continue to develop its data and technology.

### Key Activities:

- Ensure youth voice and insights inform programme design
  - NCS Trust exists to serve young people so a key priority is amplifying youth voice to meet the needs and priorities of young people
  - NCS Trust will continue to engage with the Youth Voice Forum and Youth Co-Chairs to inform the new strategy
- Have the right systems and approaches to capture data and evaluate effectively
  - NCS has historically been regarded as the most robustly evaluated youth programme in the country, and

the Trust has built a 'best in class' collection of connected data services and insights

- Insights and learnings captured from this year are crucial in order to inform the new strategy
- NCS will work with DCMS to commission a multi-year evaluation of the new programme, with an independent contractor procured to carry out a feasibility study this year
- Carry out the relevant change activities under the Transformation Programme to enable successful delivery of a new strategy
  - NCS Trust will develop the relevant internal skills, capabilities, and tools, across digital, management, analytics, and evaluation
  - NCS Trust will develop a more efficient operating model

### Measures of success:

- NCS people survey results
- Qualitative feedback through the Youth Voice Forum and Employee Voice Forum
- The development of MyNCS, the digital lynchpin of our offer from 2023
- A Target Operating Model which will support delivery of our strategy within budgetary constraints
- Successful implementation of other change activities under the transformation programme
- Successful commissioning of the independent evaluation contractor

### These priorities build on last years successes:

- The Annual People Survey provided staff with the opportunity to give feedback and influence culture and ways of working
- The Employee Voice Forum continued to evolve and influence, building relationships with staff, senior leadership and the board



