

**NCS**

# NATIONAL CITIZEN SERVICE TRUST

**Annual Business Plan  
2025/26**



Department  
for Culture,  
Media & Sport

**SKILLS  
FOR LIFE**

**National Citizen Service Trust  
Annual Business Plan  
2025/26**

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



© Crown copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3).

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at [www.gov.uk/official-documents](https://www.gov.uk/official-documents).

Any enquiries regarding this publication should be sent to us at [pr@ncstrust.org.uk](mailto:pr@ncstrust.org.uk)

ISBN- 978-1-5286-5728-0  
E03363625 06/25

Printed on paper containing 40% recycled fibre content minimum

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

# NCST FY 25/26 Annual Strategic Plan

## Strategic priorities

Due to the announcement to cease NCS programmes, and close NCS Trust when parliamentary time allows, there will be no activity in FY 25/26 to serve young people directly.

During April - June 2025, the trust will finalise the wind down programme. All remaining staff will then exit the trust, with residual operations carried out by the Department for Culture, Media and Sport (DCMS) prior to full closure.

## Objectives for 2025/26

Performance metrics associated with the wind down programme are outlined below:

Area	KPI	Target
People	A good range of informative counter-proposals demonstrating that collective consultation equips staff with the information and tools they need to engage effectively	Minimum of 5 counter proposals
	% of line managers complete training to equip them to support their in reports through collective consultation	80%
	% of questions related to consultation are answered within SLA (48 hours)	90%
	% of staff on a retention payment who leave before notice date	<25%
Legal & Finance	Legal advice is provided (if requested) and responded to in the following areas: <ul style="list-style-type: none"> <li>» Litigation (current &amp; future)</li> <li>» Intellectual property considerations of any asset transfers</li> <li>» Archiving requirements and parameters pursuant to the Public Records Act 1958</li> </ul>	End of June 2025
	Deliver financial outturn within the delegated budget ensuring compliance with MPM principles	End of June 2025
Commercial	All viable contracts and grants exited inc. 100% financial reconciliation, and all eligible corporate contracts to be handed over to DCMS	End of June 2025

Area	KPI	Target
Data	Plan & implement the closure, transfer or deletion of technical systems, assets and data in accordance with our legal obligations in a way that is secure, compliant and represents good value for money:  <i>*All data correctly transferred or disposed of</i> <i>*All IT assets correctly transferred or disposed of</i> <i>*All systems and contracts are correctly closed or transferred</i> <i>*Operational change correctly reflect in systems functionality and access as delivery ends</i>	End of June 2025

### Finance

A budget of £2.3m has been agreed between NCST and DCMS to wind down the Trust during the 25/26 financial year.

### Risk

The trust operates a robust Risk Management Framework that facilitates regular, open, and transparent dialogue about risk with stakeholders at all levels. A tiered approach to risk management is used, with a dedicated wind-down programme risk register feeding into the top level corporate risk register.

### People

Notwithstanding a significantly smaller workforce from April to June 2025, regular internal communications will continue, wellbeing support will be offered and outplacement support will still be available to staff.

**2008**

E03363625  
978-1-5286-5728-0