

2025

# **NATIONAL CITIZEN SERVICE TRUST**

**Annual Report 2024/2025**

10 July 2025  
HC 1026



Department  
for Culture,  
Media & Sport



**Department for Culture, Media and Sport**

# **NATIONAL CITIZEN SERVICE TRUST**

**Annual Report and  
Accounts 2024/2025**

**For the period from 01 April 2024 to 31 March 2025**

**Presented to Parliament pursuant to Section 6 of the National Citizen Service Act 2017**

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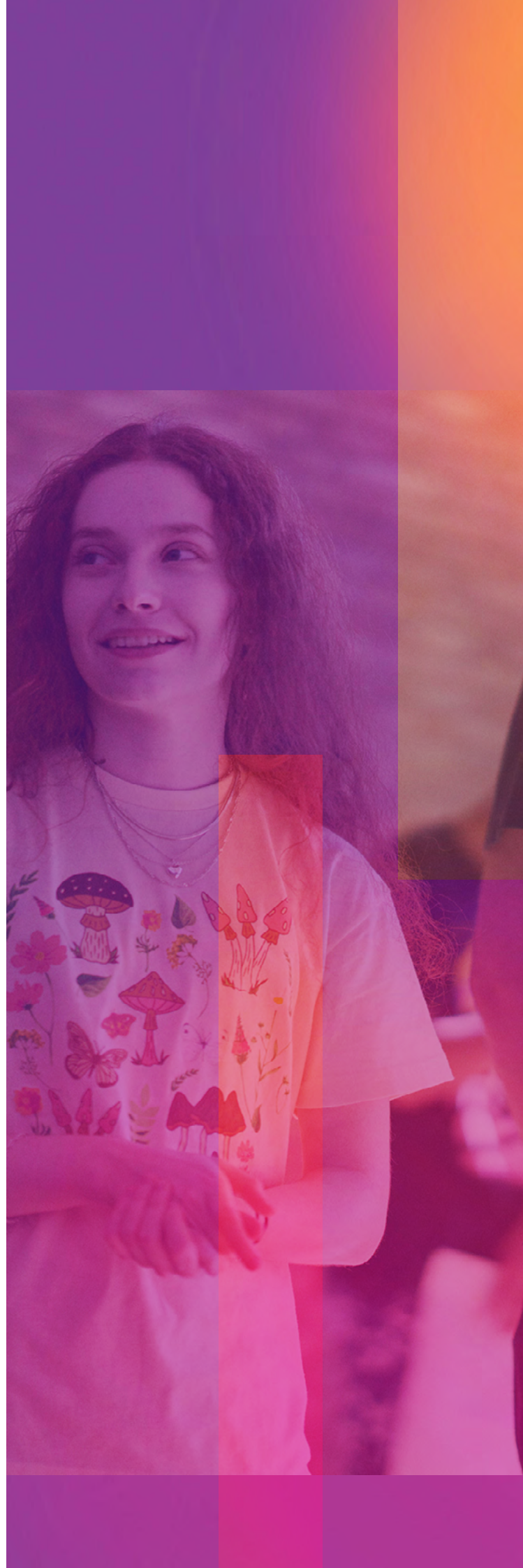
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# **Note on the closure of National Citizen Service (NCS) Trust**

This report covers the period 1 April 2024 to 31 March 2025. On 12 November 2024, Secretary of State for Culture, Media and Sport, (DCMS) Lisa Nandy MP announced in Parliament her intention to wind down National Citizen Service and close NCS Trust. The trust officially stopped the delivery of young people experiences on 31st March 2025.

# Foreword from the Youth Co-Chairs



**Jess Evans**

Young people today navigate an increasingly fragmented, complex, and ever-changing landscape. Listening to them and meaningfully integrating their voices into the structures that shape their lives has never been more essential. As advisors to the NCS Trust Board, we are proud of how NCS has embedded youth voices at its core, fostering a culture of responsiveness and inclusivity that drives impact and empowers young people to understand the value of their voices.

We, like many young people across the NCS community, were saddened and disappointed by the announcement of NCS's closure. Whilst we welcome the government's new youth strategy, we recognise the impact of this decision on young people and sector partners across the country. Ensuring that young people's perspectives were heard and valued has remained our priority throughout the closure process. Though NCS's chapter is ending, we hope the principles of the youth voice it championed will continue to inspire.

This year has been one of growth and reflection. We commissioned a Youth Voice Audit with active support from the organisation, including our young people, trustees, and executive team. This audit demonstrates NCS' collective commitment to deepening our youth engagement practices. It has supported our impact measurement and continuous improvement and provided valuable insights to share with the wider sector.



**Rachael Oloyede**

We were also delighted to welcome our second Youth Advisory Board, which represents a diversity of voices from across the country. The board has demonstrated an unwavering commitment to strengthening youth voices within NCS and has helped ensure young people are meaningfully considered across all levels of decision-making. While it is disappointing that this board will not have the full opportunity to showcase its exceptional work within NCS, we are confident its members' passion for change will resonate in their paths.

As we reflect on this transformative period, we remain inspired by the resilience, innovation, and leadership of the young people we have worked with. Their voices have driven change within NCS and will continue to do so in their communities and the wider world.

Jess Evans

Rachael Oloyede

# Foreword from the Chair



## Harris Bokhari OBE

I am extremely proud to be the Chair of NCS Trust. Over the course of my two years here I have witnessed the incredible impact that NCS has had on the young people of this country.

NCS was created to help bridge social divides and support a more cohesive society by empowering young people at a “rite of passage” moment in their lives. NCS connects young people across many walks of life, building their skills for life and work and increasing their confidence, showing them that they can make a difference to their communities. While I will remain disappointed about the announcement of the trust's closure, I am immensely proud of our impact on young people, our work with partners across the youth sector, and the young people who have contributed to over 18 million hours of volunteering and social action.

I've had the immense privilege to see young people in action this year, at events like the North East Youth Symposium and winning awards like the railway safety poster challenge presented by Network Rail Chief Executive Andrew Haines. It was incredible to see how young people taking part in NCS experiences were improving life not just for themselves, but for those around them as well.

I'd like to take this opportunity to thank Michael Devlin and his staff team for their unwavering dedication in navigating the trust through an extremely turbulent time as Interim CEO and supporting leadership. The closure announcement has been incredibly difficult for NCS staff and young people, but their collective efforts under Michael's strong leadership ensured that the final NCS programmes this year were delivered safely. The wind-down was conducted professionally, with the utmost resilience and grace, as has become customary when NCS is faced with change and adversity.

I'd also like to extend my deep gratitude to Mark Gifford for his leadership and contribution during his time as CEO of NCS. His significant commitment to NCS and its mission has left a lasting impact, and the performance this year is testament to his focus on young people.

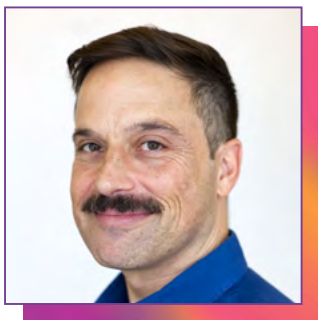
As Chair, I want to personally thank my fellow Board members for their dedication to NCS Trust. Their wisdom, resilience, and shared belief in our mission have been invaluable—not just in steering the organisation through uncertainty, but in holding true to our purpose: delivering for young people until the very end. It has been an honour to serve alongside them.

I'm proud of everything NCS Trust has achieved in 24/25, and whilst disappointed it will not be continuing on its journey, I am grateful for the opportunity to have been part of something truly impactful for young people.

A handwritten signature in black ink that reads "Harris Bokhari". The signature is fluid and cursive, with the first name and surname clearly legible.

Harris Bokhari OBE, (he/him)

# CEO Statement



## Michael Devlin

I would like to begin with a huge thanks to Mark Gifford who led the trust for the past few years and left it in a very healthy place from both a financial and impact perspective. I am extremely proud of all the things NCS Trust has achieved during the 2024/2025 financial year. It has been an excellent year for programme delivery and we have provided over four hundred thousand opportunities for young people across the country. I am very pleased with the focus our colleagues and NCS delivery partners have maintained, ensuring the provision of high quality, impactful experiences for young people continued following the announcement of the trust's closure.

The end of this financial year marks the end of our 2023-2025 strategy which saw a transformed offer for young people. This strategy was warmly welcomed by the sector and young people, and I am delighted to present our strong performance through this report. We have facilitated the flow of millions of pounds into the youth sector to support young people to become world and work ready. We have exceeded many of our targets for the year which have in turn ensured the completion of our two year targets in the 2023-2025 strategy.

We could not deliver NCS without our youth sector partners, and this year we have worked collaboratively with over 200 of them to ensure the NCS partner community continues to thrive. We have held six regional partner network meetings, commissioned exciting research into young people's mental health and seen great progress in our enrichment work with The Duke of Edinburgh Award. Our UK Year of Service programme, where 100 young people who are furthest from the labour market experience life changing work placements, has supported another successful cohort. We have continued to learn and develop our skills as a grant funder, working closely with

youth sector grassroots organisations to create a place-based approach that responds to the needs of young people in their local areas. We commissioned innovative digital experiences including Neohaven Noodles, a financial literacy game that saw almost a quarter of a million young people play and develop their skills.

It has been a busy and successful year for the trust, and whilst we are extremely disappointed in the decision to wind-down NCS, we are confident that our knowledge, learnings, and impact will live on long after NCS comes to a close.

A handwritten signature in black ink that reads "Michael Devlin". The signature is stylized with a large, looped 'M' and 'D'.

Michael Devlin, (he/him)

# Performance Report

## Performance Overview

NCS offers a range of year-round experiences to young people that support them to grow their strengths and realise their potential — through boosting their confidence, getting involved in social action, making new friends from different backgrounds, and learning skills to become world and work ready. Since its inception, NCS has delivered almost one and a half million experiences to young people, and through NCS, young people have completed more than 18 million hours of volunteering and social action.

NCS Trust is the only dedicated public body for youth. As an Arm's Length Body, NCS Trust receives public funding through DCMS to help deliver the National Youth Guarantee.

Our vision is of a country of connected, confident, caring citizens where everyone feels at home. Through NCS experiences, we want young people to:

- » Become world ready and work ready
  - » Have greater confidence, resilience, and wellbeing
  - » Feel able to have an impact on their world
  - » Have respect and tolerance for difference and diversity
- » NCS experiences continue to attract a diverse range of young people. **35%** of participants at our experiences were from diverse ethnic backgrounds. This is compared to 27% of state secondary school pupils.
  - » NCS has been dedicated to ensuring experiences are accessible for young people that are most in need, with **39%** of our Away from Home experience participants being from NCS priority areas.<sup>1</sup> This is compared to the average of 30% of England's young people living in priority areas.
  - » The launch of Neohaven Noodles, our online game co-designed with young people to support improvements in financial literacy, attracted almost **a quarter of a million people** in just over two months. Receiving very positive feedback, **64%** of respondents who played the game said they subsequently felt more confident understanding the difference between something you want and something you need; and **72%** of respondents felt more confident in understanding the relationship between money coming in and going out.

NCS has reached the end of its 2023-25 strategy. This strategy was a transformation for the trust and implemented a new choice-based offer for young people through year-round delivery. Some highlights from the 24/25 financial year include:

- » NCS has delivered more than **420,000** experiences to young people during the year, over three times its target. Young people chose from an expanded portfolio of options that included week-long residential programmes away from home; in-person activities closer to home in communities up and down the country; and a new range of online experiences allowing them to grow their skills, knowledge and confidence from their own homes.

<sup>1</sup> Our priority areas include Opportunity Areas, Integration Areas, and the lowest 20% of areas as ranked by the government's Indices of Multiple Deprivation.

Outside of our significant achievements regarding delivery to young people, the Trust and its colleagues have achieved exciting results in other areas:

- » We supplemented our government funding through funding from alternative sources, this year we raised **£4.3m** additional income through the Enrichment Partnership Pilot, UK Year of Service, value in kind and service user contributions, almost double our target.
- » NCS Trust **led** the North East Youth Symposium, a collaborative event that brought young people together with decision-makers and sector leaders across the North East to discuss four key themes: poverty and inequality, community safety, physical and mental health, and education and employment. The event was a great success, being featured in BBC Newcastle and BBC Tees news bulletins.
- » As a founding supporter, NCS Trust **co-funded and organised** the Joined Up Summit, a cross-sector learning initiative led by UK Youth that shares best practice and drives collective action to scale evidence of what works to transform outcomes for young people across the UK. At the event, the Trust shared evidence from the Enrichment Partnership Pilot and research around education and skills. The event was attended by Dame Rachel de Souza, the Children's Commissioner.
- » NCS Trust has played a key role as a **convener** between young people, the youth sector, and political stakeholders at events across the year, including ministerial round tables, parliamentary events, and programme visits. We exceeded our target here, and delivered more than triple our target of sharing insights, research, and evidence with the Government.



# Strategic Objectives

Our SMART objectives and KPIs were agreed with DCMS at the start of our strategic period in 2023.

Our SMART objectives are:

- » Provide a new programme offer for young people that builds employability and work-readiness, promotes independent living and life skills, provides opportunities for volunteering and social action, and promotes social mixing.
- » Support delivery of the Government's priorities through improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people.
- » Promote partnerships and collaboration with and across the youth sector, government and community-based organisations.
- » Transform the trust through improving efficiency and diversify sources of income to build a platform for future growth.

In order to meet these objectives, NCS has built upon the lessons generated in the first year of the 2023-2025 strategy to make the most of our impactful, year-round delivery. We have continued to provide vital grants to the youth sector and have worked with over 200 partners to provide excellent experiences for young people.

## Our Experiences

24/25 has been a year of implementing vital learnings in this new strategic delivery period. NCS has been focused on improving our experiences to better meet the needs of young people — supporting them to become active citizens, learn skills for life, and connect with their communities and people from different backgrounds.

- » **Away from Home Experiences:** NCS offered five day, away from home experiences to support young people to grow their strengths. Young people can choose their experience based on which outcomes are most important and relevant for them, choosing from life skills, social action, or employability.
- » **Local Community Experiences:** NCS partnered with diverse youth and community sector organisations to deliver impactful experiences that support young people, year-round and closer to home. Open To All experiences are more regular activities that were available to everyone and Targeted experiences support specific groups of underserved young people, e.g. young carers.
- » **Online Experiences:** NCS has worked closely with specialist digital organisations to develop a portfolio of online content and activities for young people to flexibly engage with, that help them to develop life skills, citizenship and engagement with society. The digital experiences include interactive workshops, self-serve content, and a brand new digital game, Neohaven Noodles.
- » **UK Year of Service:** A national employability programme for 18 to 24 year olds with a mission to place young people into socially beneficial work placements lasting 9 to 12 months. It includes an embedded skills training programme, wrap-around support within and beyond placement and support for exit routes into education, employment, or training.<sup>2</sup>

<sup>2</sup> UK Year of Service was part-funded by DCMS, outside of NCS' Grant in Aid funding.

# Performance Summary

This section provides a summary of our performance against objectives for 24/25. A full overview of performance against KPIs is included in the Performance Analysis section.

- » **Provide a new programme offer for young people that builds employability and work-readiness, promotes independent living and life skills, provides opportunities for volunteering and social action, and promotes social mixing.**

The full impact evaluation of NCS experiences, commissioned by DCMS and conducted by Verian, had not been completed by the time of this report's publication. However, other indicators show that NCS experiences continued to deliver impact for young people across England. NCS experiences are varied and tailored to the needs of young people. Our away from home experiences were based on different themes across life skills, social action and employability so young people can choose experiences most suited to their needs and interests. Our local community and digital experiences offered activities across all of our outcomes including personal finance tips to promote independent living and activities to understand effective social action. For example, young people participating in NCS have raised awareness of period poverty, homelessness, and mental health. All NCS experiences encouraged young people from different backgrounds to meet, mix and better understand each other.

- » **Support delivery of the National Youth Guarantee through improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people.**

NCS has delivered a year-round, choice based offer to a diverse range of young people.

Overall NCS delivered **422,934** experiences to young people:

- » **24,177** were through our away from home experiences
- » **137,606** were local community experiences
- » There were **261,151** engagements with our online experiences.

Not only did NCS reach a large number of young people, these participants also came from a broad range of backgrounds:

- » **23%** of young people that took part in NCS experiences in 24/25 were eligible for free school meals (FSM). This is compared to 21% of state secondary school pupils.
- » **9%** of young people that took part in our experiences had special education needs and disabilities (SEND). This is compared to 2% of state secondary school pupils.
- » **35%** of participants at our experiences were from diverse ethnic backgrounds. This is compared to 27% of state secondary school pupils.

» **Promote partnerships and collaboration with and across the youth sector, government and community-based organisations.**

We have worked collaboratively with a diverse range of delivery partners and have increased the number of our strategic partnerships across the sector. We significantly exceeded our KPIs in this area - flowing 58% of our funding to youth sector and community organisations, facilitating 10 engagements between the Government and youth sector, and sharing 13 initiatives of evidence and research with Government.

We brought together our partner community across England through six Regional Network Meetings. These were attended by over 110 partners and served to discuss best practice and foster connections between partners.

We also played a key role as a convener in the sector - facilitating roundtables, feeding into government consultations, and publishing insight papers and research in collaboration with the sector.

We have continued to work collaboratively with The Duke of Edinburgh's Award to deliver the Enrichment Partnerships Pilot, a scheme that aims to improve the availability and quality of enrichment activities in up to 200 secondary schools within Education Investment Areas.

We have also been dedicated to young people's mental health, commissioning research and designing a pilot focused on social prescribing.

We also continued our partnership with One Million Mentors to develop and deliver the recruitment and training of mentors who have provided mentoring services to 209 young people.

» **Transform the trust through improving efficiency and diversifying sources of income to build a platform for future growth.**

While the first year of our new strategy was about delivery and impact, our second year has also been focused on driving efficiency and sustainability. Again, we significantly exceeded our targets in this area, with 7% of funding spent on admin (half of our target of 14%); and generating over £4.3m from alternative funding sources vs a target of £2.4m.

We have been improving efficiency by focusing on learning and development, for example delivering our People Plan and continuing to improve trust efficiencies through the NCS Learning Plan.

We secured a variety of additional income:

- » £1.8m to deliver the Enrichment Partnerships Pilot throughout 24/25 (£2.9m in total over 23 - 25)
- » £750,000 to deliver 100 new UK Year of Service placements
- » £1.5m service user contributions from residential participants

# Performance Analysis

The purpose of this section is to provide a detailed overview of the trust's performance against its objectives, an overview of financial performance, a detailed examination of the trust's risk profile and commentary on sustainability, equality, and environmental matters. NCS Trust agreed a set of KPIs with DCMS to measure performance in 24/25 aligned to the below SMART Objectives:

- » Provide a new programme offer for young people that builds employability and work-readiness, promotes independent living and life skills, provides opportunities for volunteering and social action, and promotes social mixing.
- » Support delivery of the National Youth Guarantee through improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people.
- » Promote partnership and collaboration with and across the youth sector, government and community-based organisations.
- » Transform the trust through improving efficiency and diversify sources of income to build a platform for future growth.



Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
<b>Provide a new programme offer for young people that builds employability and work-readiness, promotes independent living and life skills, provides opportunities for volunteering and social action, and promotes social mixing</b>	% participants who attend NCS experiences and feel more positive towards people from different backgrounds to themselves following their NCS experience	70%	N/A	NCS Trust's impact evaluation has been conducted by Verian who were independently commissioned by DCMS. These metrics cannot be reported on because the final evaluation report has not yet been published (final report due August 2025 and so will be published after NCS Trust's closure by DCMS).
	% participants who respond positively to 'Participating in NCS has made me more likely to take part in volunteering and social action projects in the future'	70%	N/A	
	Confidence to work with other people in a team	Statistically significant impact when compared to control group of non-participants	N/A	
	Confidence in finding a solution to a situation or challenge		N/A	
	Positivity about getting a job in the future		N/A	
	Confidence in having an impact on the world		N/A	

Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
Support delivery of the National Youth Guarantee through Improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people	Number of NCS experiences offered to participants	<b>Overall:</b> 130,500 (261,000 over 2 years)  <b>Residential:</b> 23,000  <b>Community:</b> 70,000  <b>Digital:</b> 37,500	<b>Overall:</b> 422,934 (602,163 over 2 years)  <b>Residential:</b> 24,177  <b>Community:</b> 137,606 (inc. Skills Booster)  102,517 (ex. Skills Booster)  Skills Booster: 35,089  <b>Digital:</b> 261,151	<p>We have significantly exceeded our participation targets for 24/25. This means we more than doubled our full two-year participation target of 261,000 experiences, having delivered over 600,000 in total across the two years. 2023-2025 was a brand new strategy and delivery model and every service line exceeded its target which is a significant achievement.</p> <p><b>Residential:</b> We have over-achieved our year 2 target by 1,177 young people and our full two-year target of 46,000 young people by 551. Our NPS score for the year was 62, our highest for seven years, and against a target of 40 for 2024. Our Trustpilot score was 4.4, a rating of 'Excellent' and our highest ever mark.</p> <p><b>Community:</b> Our community experiences saw strong levels of participation in the second year, benefitting from the set up and learnings from delivery in 23/24. Even excluding Skills Booster our Community Experiences target for 24/25 and the full two-year contract have been met.</p> <p><b>Digital:</b> We significantly surpassed our digital engagement targets for 24/25. This was underpinned by the launch of our digital game, Neohaven Noodles, complemented by a variety of other digital experiences. Digital was a new area for NCS and we measured participation in line with the way digital engagement is more broadly measured in digital sectors.</p>

Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
Support delivery of the National Youth Guarantee through Improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people	% of participants on FSM, with SEND, from diverse ethnic groups	Over-index compared to the corresponding % of state secondary school pupils	<p><b>23%</b> of young people that have taken part in NCS experiences so far in 24/25 were eligible for <b>free school meals</b>. This is compared to 21% of state secondary school pupils.</p> <p><b>9%</b> of young people that took part in our experiences had <b>SEND</b> (EHCP plan). This is compared to 2% of state secondary school pupils.</p> <p><b>35%</b> of young people that took part in our experiences were from <b>diverse ethnic backgrounds</b>. This is compared to 27% of state secondary school pupils.<sup>3</sup></p>	We have been successful in ensuring that NCS is taken up by a diverse range of young people from across the country and the trust is over-indexing across all demographic categories. <sup>4</sup>

<sup>3</sup> The data set for the national average is from 2021/22, as this is the data set in the contract with NCS providers. We checked the data for 2024/25 for any significant increases. All three groups increased slightly, diverse ethnic groups and those on free school meals increased by 2% and those with SEND by 1%. Even with these increases in the national data set NCS is still over-indexing across all three metrics.

<sup>4</sup> This data represents participants in our away from home and local community open to all experiences. We do not record demographic data for young people on other experiences. The data for local communities open to all represents approximately 50% of all participants, where all demographic data has been provided.

Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
Support delivery of the National Youth Guarantee through Improving access to a choice of trips away from home, regular local community-based activities and online experiences for a diverse range of young people	% NCS participants from NCS priority areas	50%	39%	<p>While this KPI is under target, the % of young people participating from priority areas is higher than the national average of 30% of England's young people that live in priority areas. Please note that this figure is for our residential experiences only.</p> <p>NCS Priority Areas were a new approach in this strategy and targeting participation from these areas, in some, represented a significant increase in their participation vs previous years. Our partners faced a number of challenges in successfully meeting this target due to the barriers to effective recruitment here.</p>

Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
<b>Promote partnership and collaboration with and across the youth sector, government and community-based organisations</b>	% funding flowing to youth sector and community based organisations	At least 50%	58%	The trust has successfully channelled funding to the sector, working with a diverse range of over 200 partners.
	# engagements facilitated between govt, the youth sector and others	At least eight annually	10	NCS has been very active in engaging with the government and youth sector, and led on events such as research launches and roundtables on enrichment, attendance, and social cohesion, the North East Youth Symposium, the Back Youth Alliance (BYA) Meet the Sector Event, and more.
	# initiatives (papers, briefings, inputs to committees, workshops) sharing evidence and insights with government	At least four annually	13	NCS significantly exceeded this target and shared a wide variety of valuable insights with government over the year including dedicated insight sessions with DCMS strategy colleagues and others in the Cabinet Office, DCMS and DfE officials attending NCS learning loops for both the NCS programme, and the Enrichment Partnerships Pilot, and multiple research and insights papers produced for the Government.

Objective	Metric	2024/25 Target	2024/25 Actual	Commentary
Transform the trust through improving efficiency and diversify sources of income to build a platform for future growth	% funding spent on admin	14% max	7% <sup>5</sup>	NCS has tightly controlled its funding and budgets in 2024/25, working highly efficiently whilst spending less than the maximum allocation for administration costs.
	<p>Overall increase in income from alternative sources:</p> <p><i>Additional funding</i></p> <p><i>Match/Value in Kind</i></p> <p><i>Service User contributions</i></p>	<p><b>Total:</b> £2.4 million annually</p>	<p><b>Total:</b> £4.3 million</p> <p><b>Additional:</b> £2.8 million</p> <p><b>Service User Cont:</b> £1,546,376<sup>6</sup></p>	<p>NCS has surpassed its overall income target by £1.9m from a variety of sources. Some of the additional funding was awarded during 23/24 but this is attributed to 24/25. This includes:</p> <ul style="list-style-type: none"> <li>» £1.8m of 23/24 EPP grant to be used in 24/25</li> <li>» £750k awarded in 23/24 for use towards UKYoS in 24/25</li> <li>» Agreed with DCMS in 23/24 that £284,168 of the 23/24 EPP allocated budget could be carried over to 24/25</li> </ul> <p>*Due to the closure of NCS Trust and focus on exiting contracts, match/ value in kind data was not collected but we also know anecdotally that a variety of partners brought match or value in kind funding.</p>

<sup>5</sup> The methodology for calculating the admin spend percentage was revised in 24/25. The admin spend is 7% under the new method and 9% under the old which are both well under the KPI target of 14%.

<sup>6</sup> Please note that only service user contribution income is disclosed in the 24/25 financial statements whereas EPP and UKYOS are included here for KPI reporting purposes.

# Achievements of Young People

## Rebecca Clarke BEM

Rebecca Clarke received a British Empire Medal (BEM) in HM The King's 2025 New Year Honours for her services to young people with disabilities and autism as part of her work with the NCS Youth Advisory Board.

The British Empire Medal recognises people who have made a significant contribution to their community. At 20 years of age, Rebecca is among the youngest-ever recipients of the award. She was nominated by NCS for her role on our Youth Advisory Board, advocating for young people with disabilities.

Her story is remarkable and shows how NCS played a role in helping her to build confidence and connections before she went on to make a huge impact with a number of youth boards.

*"In the summer of 2021 I took part in an NCS programme," Rebecca says, "I was a new wheelchair user who felt out of place, confused and scared of what this new life would bring. On NCS being disabled wasn't a problem. I was able to do all of the activities like everyone else, just with a few adaptations. I started to see that I wasn't a burden and that life could be ok as a wheelchair user."*

*"For our social action project our group focused on improving the accessibility of shops in our local area. The fact that all these people around me cared about my experience as a disabled person and wanted to improve it completely changed my mindset."*

*"After my experience, I applied and joined multiple youth boards. Within NCS itself, I was on their Youth Voice Forum and then progressed onto its first Youth Advisory Board, helping embed youth voice, and particularly that of young people with disabilities, into NCS."*

In addition to her role on the NCS Youth Advisory Board, Rebecca also represents young people with disabilities on youth boards for Whizz Kidz, where she is Vice Chair, she also sits on the Council for Disabled Children's youth board, and is on the Ambitious About Autism youth council.

Outside of her youth board and advocacy work, Rebecca is a keen cricketer and plays for Team GB's wheelchair team, as well as her county side Surrey.

Rebecca is in her second year of studying biomedical engineering at King's College London. *"Career-wise I'd like to use my degree," she says, "but I also want to continue having a focus on helping people with disabilities."*

Michael Devlin, CEO of NCS Trust, said: *"Rebecca's incredible dedication and advocacy for young people with disabilities is an inspiration to us all. Notably, Rebecca's contribution to our Youth Advisory Board has made a real difference in ensuring that accessibility and equality of opportunity are embedded in our offer."*

*"We are so proud of Rebecca's achievement and we're excited to see the positive impact she'll continue to make in the years to come."*



## Shamza Butt BEM

Shamza was the youngest recipient in the 2024 HM The King's Birthday honours list, receiving a British Empire Medal (BEM) for her volunteering efforts including projects to tackle youth crime and bullying.

Shamza arrived in the UK as a shy teenager unable to speak any English and struggling with confidence, moving from a low-populated town in Northern Italy to Bradford in West Yorkshire. After joining NCS to make new friends she's since become a prolific volunteer and has, at the age of 20, achieved her goal of becoming a police officer.

*She said: "I have done so much work with National Citizen Service, from social action and charitable work to volunteering at the Queen's funeral and the King's Coronation. My work with the Peer Action Collective has enabled me to campaign against knife crime."*

*"I arrived in the UK as a young 16 year old who wanted to learn the language and make some friends. I joined NCS for a summer and it is the best thing I ever did. My confidence boosted up and I have met so many people including friends for life and done so many remarkable things."*

Shamza has now embarked on her dream career in the police force. She added: *"I could have gone to university, 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. NCS have been a big motivator for me wanting to help people. After two years of application and exams I finally achieved my dream job as a police officer. I want to say a massive thank you to NCS, who encouraged me not to give up. I can't wait to see how my journey goes."*

## Kevin Osei BEM

Kevin Osei received a British Empire Medal (BEM) in HM The King's 2025 New Year Honours for his services to young people. The British Empire Medal (BEM) recognises people who have made a significant contribution to their community. Kevin was recognised for his outstanding support for young people through his charity Bridging Barriers and his role on NCS's Youth Advisory Board.

Kevin founded Bridging Barriers in 2020 to empower young people from ethnically diverse and economically disadvantaged backgrounds. The charity aims to unlock their career opportunities through personalised mentoring and connecting them with real-life role models who equip them with the tools, resources, and mindset required to thrive in their chosen fields.

Kevin's own difficult experience of trying to secure an internship led him to found Bridging Barriers to help those facing similar challenges. Five years on, thanks to consistent hard work, the charity has already helped over 2,000 young people and is on track to achieve its goal of serving 10,000 by 2030. As well as in-person networking opportunities, which are highly valued by those taking part, Kevin is developing an online platform to serve even more young people.

In 2023, Kevin joined NCS Youth Advisory Board (YAB) to contribute to NCS's own mission and direction. He enjoyed this opportunity to team up with committed, like-minded YAB members at NCS which he says, 'aligned perfectly with my work and passion.' Kevin also valued spending time with former Chief Executive, Mark Gifford, and other NCS board members learning about organisational governance and strategy.

Highlights from Kevin's time at NCS include taking part in a round table discussion with officials from the Department for Culture, Media and Sport in Parliament as well as meeting then Labour leader Sir Keir Starmer in Milton Keynes. Kevin has maintained contact with his fellow YAB members and NCS staff, some of whom have spent time volunteering for Bridging Barriers.

Looking to the future, Kevin's ambition for Bridging Barriers is to be 'the best organisation at what we do'. He adds, *"the skills, knowledge and experience I gained at NCS were an integral part of my growth and indirectly contributed to my being awarded the BEM. Hopefully this, together with our continuing hard work, will help Bridging Barriers achieve its mission."*

# Achievements at the trust

## NCS Programme Delivery 24/25

- » Through our expanded portfolio of offerings, we achieved **over double** our full year participation target (602,163 vs a target of 261,000), and **more than triple** the target for 24/25 (422,934 vs 130,500). We exceeded targets in every single service line which is a significant achievement given many of these experiences were new.
- » Across every experience, we are confident that we delivered impact and life changing experiences for young people.
- » We also delivered additional experiences, beyond our core service lines.

## Skills Booster

- » Skills Booster is where NCS content is delivered in schools and other educational settings. The content focuses on themes of Life Skills and Independent Living; Citizenship and Social Action; and Employability.
- » For a third year, the NCS Skills Booster resources have helped teachers to provide additional high-quality personal development opportunities to young people in schools and colleges across the country. These resources are adaptable for use in PSHE lessons, form-time activities, or after-school enrichment time, and contain fully editable PowerPoint presentations and teaching guides with advice, links, and extension activities.
- » In the last year, more than **190** schools in England used the resources in the timetables of year 11 and year 12s alone, supporting more than 35,000 pupils.

## UK Year of Service

We awarded 8 grants to partners across 3 target regions (North East, North West, Yorkshire & Humber). Working with 30 local employers, our grantees created 100 paid placements for 18-24 year olds to work in a socially beneficial role for 9 months. Participants have had access to wrap-around support for the duration of their placement, with dedicated career coaching to support their next steps post-programme. The social benefit of these roles is far-reaching and impacts across a variety of sectors including health, social housing, education, and youth work. The formal evaluation of the programme is being conducted by the Behavioural Insights Team, with the report due in June 2025, after publication of this report.

## Partnership Working

NCS collaborated with over 200 organisations from the youth, government, and community sectors to achieve its strategic objectives and deliver positive outcomes for young people.

We continued to provide secretariat services to the BYA, a strategic coalition of the largest youth organisations in the UK. Together, BYA reaches 1 in 4 people and promotes a positive vision for young people, co-designed with those they serve. NCS Trust played a crucial role in the day-to-day running of the BYA. This included facilitating flagship events connecting the sector, Government, and young people including parliamentary drop-ins for new MPs.

We built strategic partnerships with a wide variety of organisations to drive better outcomes for young people, develop insight and learning for the sector, and positively promote the voices of young people. These included:

- » On enrichment with The Duke of Edinburgh's Award. This included multiple pieces of research, and delivering the Enrichment Partnerships Pilot, around how to drive more equitable access to enrichment. We are proud of the impact this work had and that the Government has now announced its plans to develop an enrichment framework.
- » On digital and political literacy with Shout Out UK. This included running in person political literacy sessions with young people, supporting them to identify misinformation and engage with politics; as well as creating resources to live beyond NCS Trust's closure for the sector.

NCS has taken a proactive role in collaborating with both government bodies and the youth sector by spearheading and participating in a range of events, including research launches, roundtable discussions, and the North East Youth Symposium. These events served as platforms to delve into crucial issues such as enrichment programs, attendance rates, and strategies for fostering social cohesion. Through these initiatives and the sharing of valuable insights NCS continued to play a significant role in informing broader government policy.



## Youth Voice

In recognition of NCS's decade-long commitment to youth voice and engagement, the Youth Voice Team has embarked on a year of innovation and reflection.

In June 2024, we welcomed a new cohort of 21 dedicated Youth Ambassadors into our team. These young individuals, who had recently completed an away-from-home or community experience, were eager to share their insights and experiences within the trust and its wider network. To equip them for their role, the trust organised two training days in Manchester, led by Speakers Trust, to enhance their communication and speaking skills. The Ambassadors, with their unwavering commitment, were also keen to raise awareness of the pressing social issues that young people face today, particularly in the areas of education, employment, and mental health. They represented NCS at Hope Hacks, regional network and parliamentary meetings, showcasing their dedication and inspiring others with their commitment.

The NCS Trust recruited a new Youth Advisory Board (YAB) and the recruitment strategy was entirely youth led. This board, comprising 12 members aged 18 to 21, represents various regions across the UK. The selection process, which saw over 400 applicants and 30 interviews, ensured that the new YAB members bring a wide range of experiences and backgrounds to the table. The board included university students, part-time workers, apprentices, and a mix of NCS alumni and non-grads. The training day in Manchester, which included team-building activities, speaking workshops, practice debates, and insights into the trust's ways of working, further strengthened the bond among the diverse members, making them feel included and represented.

NCS commissioned Participation People to conduct a Youth Engagement Audit in June. Building on its previous work, the trust embarked on this comprehensive Youth Engagement Diagnostic to assess its current strategies, identify strengths and gaps, and define a clear roadmap for the future.

The final report from this audit, "Strengthening Youth Engagement Together," outlined a strategic approach to enhancing NCS Trust's youth engagement, aiming to embed young people's voices in decision-making processes. The report was developed through desk research, policy reviews, stakeholder interviews, a diagnostic tool survey, and a co-production event. The diagnostic process was guided by Lundy's Model of Child Participation, which focuses on ensuring young people have a safe space to share their views, an audience, and influence over decisions.

The report found that NCS Trust demonstrates strengths in youth engagement through various initiatives and approaches:

- » **Dedicated Spaces and Platforms:** NCS Trust provides formal and informal spaces for young people to engage in program planning and strategic discussions. These spaces include the Youth Advisory Board (YAB) and inclusive physical and virtual meeting spaces like the North East Youth Symposiums
- » **Youth-Led Dialogue and Input:** NCS Trust actively encourages youth-led dialogue and values youth input. They utilise various methods to gather insights, including co-creation sessions, youth-led consultations, and regular surveys
- » **Inclusivity and Diverse Voices:** The organisation emphasises inclusivity and facilitates the participation of diverse youth voices, particularly from underrepresented groups
- » **Receptive Stakeholders:** Key stakeholders, including board members and senior leaders, are receptive to youth insights. They actively participate in initiatives such as the engagement diagnostic and dedicated Youth Advisory Board meetings

Two crucial events in 2024 have given young people in the North East a powerful platform to engage directly with the region's decision makers. The North East Hope Hack and Youth Symposium, organised by NCS in collaboration with several youth organisations, brought together young voices to share their lived experiences on critical issues which are symptoms of poverty and inequality, community safety, physical and mental health and education and employment.

In March 2024, at the North East Hope Hack, 80 young people identified themes and priorities that were most important to them.

Between April and the NE Youth Symposium in July, over 200 young people from schools and voluntary organisations explored the issues further and shared their feedback.

Young people representing 10 organisations presented their lived experiences at the North East Youth Symposium and shared with decision-makers what they would like them to do in response to the symposium themes.

Participants also heard presentations from young people, who proceeded to ask questions to a Q&A panel including; Cllr Nick Kemp - Leader

of Newcastle City Council and NECA Cabinet member, Susan Dungworth - Northumbria Police Crime Commissioner, Steven Hume - Director of Northumbria Violence Reduction Unit, Amanda Bailey - Director of North East Child Poverty Commission, Tracey Harrison - CE of Northern Housing Consortium, LJ Rawlings - CEO of Youth Employment UK, John Downes - Director of Youth Streetgames and Riley Sweeney - Youth Ambassador for the Children's Commissioner. The Q&A panel was chaired by Michele Deans from Children North East.

The roundtable discussions built upon what the young people told us at the Hope Hack in March, that young people with SEN or disabilities are missing out on vital support, intergenerational poverty is leading to a cycle of negative health outcomes, community safety must involve youth work, going beyond a policing approach and a lack of a consistent place to call home is a driving force of poverty.

Young people told us the main issues they would like decision makers to prioritise are:

### Community Safety

- » General community spaces feel, sound and look unsafe for most young people
- » Relationships between young people and the police need to improve
- » A lack of designated youth spaces and people to support them

### Education and Employment

- » Making school a happier environment and not just focused on school grades
- » Find out who needs extra support to participate in school and make sure they get it fully (this could be Special Educational Needs and Disabilities (SEND), pastoral, mental health or even finance)
- » Encourage employers to be open minded and look beyond CVs

### Physical and Mental Health

- » Need timely access to effective support
- » Early intervention
- » Financial support and advice for families to support a healthier lifestyle

### Poverty and Inequality

- » Fairer access to opportunities regardless of income

NCS is proud of the convening role we have played in the North East to connect young people with decision-makers and to create opportunities to raise their voice. This is at the heart of our mission - to support young people to become active citizens, speak with confidence about what matters to them, and to make a difference in their communities. It also reflects the ongoing transformation of the NCS programme - alongside residential experiences, we are working with hundreds of grassroots organisations to deliver a diverse range of community-based programmes. Our targeted outreach into communities - including through events like the North East Symposium - means we are breaking down barriers to opportunity and reaching young people who will benefit most from NCS.

The symposium was developed by a steering group of youth sector organisations, facilitated by NCS, including the Youth Alliance - Youth Focus North West & NE Youth, Children NE, Streetgames and The Key and co-produced by young people from the NE facilitated by NCS Co-Chair Rachel Oloyede and Youth Ambassador Riley Sweeney.

## Culture, Staff and Diversity

This year we continued to actively evolve our culture, enhance support, learning and development and wellbeing for staff and build on our ongoing diversity and inclusion work.

Our new starter pack and induction process was reviewed and updated to ensure it remains relevant and accessible to all. We also implemented new bias related panel training for our recruitment process; ran drop-in 'information clinics' for all employees to enable shaping, understanding and embedding of our new Learning and Development (L&D) and Equity, Diversity, Inclusion & Belonging (EDI&B) policies and strategies.

We ran a series of employee focus groups to give feedback, share experiences and help shape thinking and take action and proactively improve on various areas; these included values, ways of working, inclusion and engagement and learning and development. We created communications around learning and development, reviewed and refreshed associated policies and our organisational values; our employee recognition process ('Notables') as well as creating and implementing a new set of 'Leadership Competencies' to raise standards of performance in our leadership across the organisation.

We ran a trust wide Leadership Development Programme which included 'Equity, Diversity, Inclusion & Belonging'; 'Supporting High Quality Performance & Developing People' and 'Leadership skills'; 'Health & Wellbeing' modules as part of a tailored learning programme for leaders and line managers. This included self led learning and resources as well as peer led reflection/discussion and coaching groups. We also ran mirror learning opportunities which were refined to apply to all employees who signed up to take part.

We built on our annual 'People Survey', to include a year round responsive and action oriented response to the feedback, including Subject Matter Experts (SME's), Diversity groups, wellbeing champions, Employee Voice Forum (EVF) and leaders in modeling an improvement focused culture throughout the year.

We refined and launched our new quarterly performance and development review process which included structured conversations with every employee on their performance, career development (Learning & Development) and health & wellbeing throughout the year.

We continued to invest in our 'Culture Calendar' communications, events and initiatives across the trust in collaboration with the internal communications team.

We continued to support staff-led networks, including: LGBTQ+ , Neurodiversity, Parenting/ Caring for Under-5s and a Women's Group, with updates periodically throughout the year for all staff. We refreshed and trained our employee voice forum and continued to support and develop our wellbeing champions, including providing them with Mental Health First Aid training and facilitating a 'refresh' of the purpose and mission statement of the group.

## Finance

- » Helped to improve the efficiency of the trust through earlier identification of cost savings which enabled the redirection of funds to additional front line service for young people
- » This was our 5th successive period of reducing back office costs which have fallen from £4.7m in 23/24 to £3.2m in 24/25. No control issues were identified by the auditors during their audit of the 23/24 annual report and accounts
- » We worked with the Grants and Commercial teams to ensure a robust year end review of £11.2m of community experience grants. Our auditors confirmed that the figures recognised were in line with the terms of the grant agreements and IFRS/FreM and that we had obtained sufficient evidence that the grant recipients were making appropriate use of the funding
- » Following the announcement to close the trust, the finance team reacted swiftly to rebase its budget and forecasts for the year, reviewed potential accounting treatment changes whilst maintaining a focus on ensuring value for money
- » Obtained a clean audit report for FY 23/24 which verified that the financial statements provided a true and fair view and all appropriate standards were adhered to. This included providing agile updates

## Commercial

- » The commercial team - incorporating contract management and procurement - continued to evolve and streamline processes and documentation
- » Team portfolios were adjusted during the year to account for new work requiring additional grant awards and management
- » Preparations were made for the Procurement Act 2023, including training for staff and a full revision of the Procurement Policy
- » Prior to the closure announcement, much of the year was taken up with designing and preparing for commissioning of services from April 2025

## Procurement

- » 121 live contracts in 24/25 for an annual contract value of £6,765,460
- » A detailed review of the procurement Policy, CAAF and STA process and a well mapped out procedure has resulted in better compliance, commercial pipeline management and proactive control of 3rd Party spend
- » A Category Management process fully embedded within the organisation with a full complement of procurement staff recruited, inducted and embedded within NCS
- » Cabinet Office Commercial Continuous Improvement assessment framework embedded within Procurement and working towards implementation of the new procurement legislation due to go live in Feb 2025
- » Key Stakeholder engagement and weekly and fortnightly reviews in place to ensure a well managed and proactive procurement service delivery

## Information Technology/Digital

24/25 saw the launch of our enhanced MyNCS platform to support recruitment activity for our Away From Home experiences. We moved away from our previous website based sign up method to a bespoke Experience Cloud platform built on Salesforce to provide a seamless journey for registration, payment and medical information using integrated Commerce functionality.

For the first time, Young People and Parent Guardians could access a platform that provided them with detailed information about the range of residential experiences, including pictures and downloadable content, all available in a modern and familiar e-commerce interface.

In order to maintain continuity and customer experience we launched this platform alongside our existing architecture, essentially running two processes in parallel. This was a complex and technical piece of work and a great achievement for the team supporting it to successfully maintain the integrity of young person experience.

The introduction of Digital and Grant funded experiences to the extended MyNCS platform was on track for delivery in late 2024. We also continued to develop our Grant Management system in a separate Salesforce environment with the management of active Grants being deployed to our Production environment for the transition to system roll out across the Contract Management team. Work on the application process for future grants was designed and commenced however this was paused on announcement of our closure.

The data team continued to handle the complexity of incoming Open to All grant data, working with teams across the trust to provide accurate reporting and consolidation of young person cross-experience participation. After the announcement of our closure we undertook an exercise to maintain the security of our systems and offboarded organisations and users from core platforms, working with our Residential partner Ingeus to manage the remaining 2024 delivery safely and with no disruption.

In terms of offering online experiences, we developed our approach to become a 'creative digital commissioner' by creating an impact framework to underpin a roadmap where we created new offerings in partnership with the sector and with young people at the heart of the innovation process. This was driven by foundational research with over 1000 young people aged 15-18 about what type of online experiences they wanted to engage with and grounded in the type of impact we wanted to see.

Within our roadmap we also planned to test a variety of different models across three categories of Self-Serve, Broadcast (a series of webinars or keynote talks) and Interactive (facilitated smaller group activities online). The intention was to evaluate and learn about the impact of different online experience models.

We were led by young people at each stage, using research and co-design principles, and generated innovative concepts including the interactive game, Neohaven Noodles and its theme of financial literacy and empathy building. This approach embodied the principle of inclusive co-design design, and delivered high quality online experiences which young people loved.

We worked closely with CAST to run a 'youth sector incubator' partnering a digital agency with grass roots youth organisations and young people around a set of 3 key challenges that takes this one step further. Using open working shared with the whole sector and open Intellectual Property (IP) principles means that what we have learnt and created can be used by others.

Closure/Wind Down Activities

Upon notification that NCS Trust would close, a closure programme commenced. The closure programme had two broad time bands:

- » Delivery to young people - up to 31 March 2025
- » Wind down all activities associated with delivery - up to 30 June 2025

A wind down programme was initiated in November 2024 to ensure an orderly closure of NCS delivery and the NCS Trust.

This programme oversaw a number of coordinated, cross functional projects with clearly identified workstreams. Each project and workstream had a Project lead, Subject Matter Experts (SMEs) and all supported by the Programme Management office (PMO).

Governance was established to ensure appropriate oversight both within the trust and in conjunction with the DCMS sponsor team, with regular and structured cross-team working.

The Programme Management office (PMO), managed the programme governance, ensuring plans and progress were in scope, on track and in budget. In addition to this, an actions and decision log was created to track all programme and project assumptions and decisions. Risks were managed through a joint risk register across NCS Trust and DCMS.

Despite the lack of clarity regarding timescale and budget following the announcement, the volume of work including closing 124 grants and closing/ transferring 116 contracts and some late changes to assumptions / decisions around intellectual property, archiving, digital, and commercial, the wind down programme is currently on track to be successfully delivered and closed / handed over to DCMS on 30 June 2025. The residual closure activity, including action to conclude revocation of the NCS Act and Royal Charter will also be handed over to DCMS on the 30th June 2025.

The wind down programme is currently on track to be successfully delivered and closed / handed over to DCMS on 30 June 2025 with residual activity, including action to conclude revocation of the NCS Act and Royal Charter, handed over to DCMS.

Change Programme approach

GOVERNANCE FRAMEWORK (IAAP)					
WINDING DOWN NCS				SUSTAINED VALUE	
PEOPLE	LEGAL & FINANCE	COMMERCIAL	SYSTEMS, DATA & TECH	Sustained value within wind down	
BAU					
Being transparent and kind	Ensuring the nest outcome for our people	Continuing to deliver great experiences for young people	Ensuring a positive legacy for NCS	Supporting the wider youth sector	Being clear and confident in our approach with Government

# Key Risks

Key Risks & Issues Faced by NCS During FY 24/25	Key Mitigation Actions & Controls
<b>April 24 to November 24</b>	
<b>Confidentiality, Integrity and availability of data and information assets could be compromised due to a cyber attack</b>	<p>We've taken several steps to enhance our cybersecurity, including a simulated cyber attack exercise, obtaining Cyber Essentials Plus certification, internal training, phishing tests, staff-wide training, and a system for reporting suspicious emails.</p>
<b>The timing of the spending review could cause a significant impact on the trust's ability to contract services for 2025 which would hamper ability to deliver experiences for young people. Late confirmation of funding could adversely impact delivery of all service lines.</b>	<p>Regular engagement with DCMS took place, contract options for a plus 1 funding were explored. A working group was created to assess CSR risks and develop mitigation strategies. Risk assessments and reviews were conducted regularly. Contingency plans were developed to address potential funding shortfalls and delays.</p>
<b>Comprehensive Spending Review &amp; change in government generates uncertainty for NCS</b>	<p>Strategic plans were created and executed to foster partnerships in areas of oracy, citizenship, and mental health. This work involved close collaboration with the sector and ensured our initiatives appealed to multiple political parties.</p>
<b>November 24 to March 25 Wind Down</b>	
<b>Volume of wind down activities.</b> The successful and efficient wind-down of the program presents several significant challenges. These include complex data transfer processes, staffing level adjustments, and the transfer of assets proceeding the revocation of the Royal Charter.	<p>In response to the program's wind-down, the following actions were undertaken: the immediate establishment of a PMO program, a comprehensive consultation process, heightened engagement with DCMS, strengthened staff engagement initiatives, and the provision of outplacement support.</p>
<b>Increased risk of fraud</b>	<p>To mitigate the increased risk of fraud, a revised fraud risk assessment and counter-fraud action plan were implemented. This included enhanced focus and visibility on fraud prevention, as well as bringing in internal auditors to review processes.</p>
<b>Increased cyber threat</b>	<p>Cybersecurity risks are actively monitored and managed in accordance with government standards and best practices. A cyber response team has been procured to assist with this work prior to the trust closing. NCS maintains Cyber Essentials Plus certification, along with internal training, visibility, and awareness programs.</p>

Risk Commentary

NCS prioritises risk management through its robust Risk Management Framework and open communication. NCS maintains a moderate risk appetite, balancing innovation with strategic goals. Medium to long-term risks were linked to embedding delivery models and uncertainties around the change in government and future funding. The trust stayed informed via the Heads of Risk Network (HoRN) and the Government's Risk Centre of Excellence (RiskCoE). A strong strategy and continuous improvement were key to the trusts approach in 2024.

In July 24, NCS recruited a Risk and Internal Audit Assurance Lead, creating an exciting career opportunity for a Level 3 Business Administration apprentice to begin their professional development.

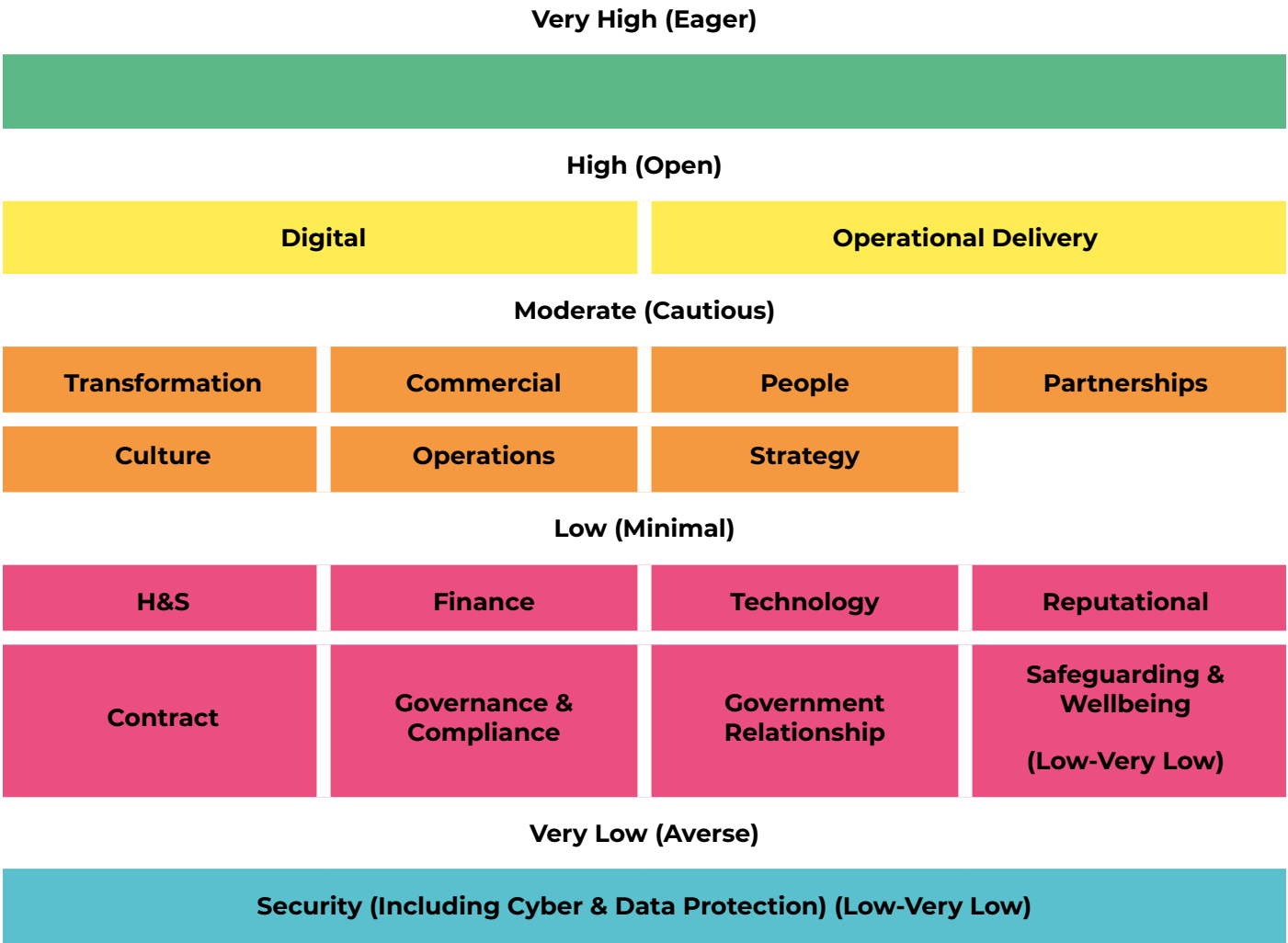
The Risk Manager undertook a revision and update of the mandatory risk management training, transitioning it to a new and engaging eLearning platform. This updated training was deployed at the beginning of 2025 to facilitate effective risk management during the wind-down process.

In December 2024, the trust rapidly adapted its risk management approach to support an effective wind-down, adopting an agile methodology and working closely with the Head of Strategic Portfolio Management to identify and manage risks. Risk review and analysis was reported weekly to ELT and business leads, in support of prioritisation and enhanced visibility.

Risk Appetite Statements

Our Risk Appetite Statements outline the risks we are willing to take and those we avoid. They are tied to our strategic aims and set clear boundaries for risk tolerance.

During 2024/2025 The Risk Appetite Statement scores tolerance levels against several categories:



The scales for each level are explained in the table below:

### Risk appetite scales

NCS Appetite Level	Risk Attitude	Description
Very High	Eager	<p><b>Achievement sought:</b> NCS is eager and seeks to be innovative.</p> <p><b>Activities:</b> NCS will choose options based on maximising opportunities and potential higher benefits (additional benefits and goals).</p> <p><b>Indicators:</b> Activities may potentially carry, or contribute to, a very high degree of residual risk.</p>
High	Open	<p><b>Achievement sought:</b> NCS seeks to achieve a balance between a high likelihood of successful delivery and a high degree of reward and Value for Money..</p> <p><b>Activities:</b> NCS will consider all options and choose activities that will provide an acceptable level of benefit and are likely to result in successful delivery.</p> <p><b>Indicators:</b> Activities may potentially carry, or contribute to, a high degree of residual risk.</p>
Moderate	Cautious	<p><b>Achievement sought:</b> NCS seeks safe options that have a low degree of inherent risk and a limited potential for benefit.</p> <p><b>Activities:</b> NCS will accept/ tolerate a degree of risk in selecting which activities to undertake to achieve key initiatives or deliverables where opportunity/scope to achieve significant benefit has been realised.</p> <p><b>Indicators:</b> Activities may potentially carry, or contribute to, a high degree of inherent risk that is deemed controllable to a large extent.</p>
Low	Minimal	<p><b>Achievement sought:</b> NCS seeks to ensure very safe delivery options.</p> <p><b>Activities:</b> NCS will accept/tolerate a low degree of inherent risk where the potential for benefit or pursuit of opportunity is not a key driver in selecting activities..</p> <p><b>Indicators:</b> Activities will only be undertaken if they have a low degree of inherent risk.</p>
Very Low	Averse	<p><b>Achievement sought:</b> NCS seeks avoidance of risk and uncertainty.</p> <p><b>Activities:</b> NCS will avoid risk and uncertainty in the achievements of key deliverables or initiatives.</p> <p><b>Indicators:</b> Activities will only be undertaken if they carry virtually no degree of inherent risk.</p>

## 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.

On 12 November 2024, the Secretary of State for the Department for Culture, Media and Sport, Lisa Nandy MP, announced in Parliament the Government's intention to wind down NCS programmes from the end of the financial year, and the NCS Trust when Parliamentary time allows.

Subsequently, Parliament has confirmed through the estimates process that NCS will not be funded to provide its programmes in 2025-26. As a result, NCS Trust ceased all provision of programmes to young people by the end of the 2024-25 year, and has commenced action to close the organisation in 2025-26.

Management therefore considers that the going concern basis of accounting is no longer appropriate, and accordingly the financial statements for 2024/25 have been prepared on a basis other than going concern, which entails:

- » Reclassification of all non-current assets and non-current liabilities as current assets and current liabilities
- » Adjusting remaining lives of all property, plant and equipment to fully depreciate them before the organisation closes on 30th June 2025
- » Providing for any liabilities arising from the decision to close the entity

No adjustments were necessary in the financial statements to reduce assets to their recoverable value or to provide for liabilities arising from this decision.

The prior year comparative figures were prepared and presented on a going concern basis and are not impacted by the change in going concern basis for the year ended 31 March 2025.



## Equality of Access

### 24/25 Participation Data

- » **23%** of young people that took part in NCS experiences in 2024/2025 were eligible for free school meals. This is compared to 21% of state secondary school pupils.
- » **9%** of young people that took part in our experiences had SEND with an Education, Health and Care Plan (EHC) in place. This is compared to 2% of state secondary school pupils.
- » **35%** of participants at our experiences were from diverse ethnic backgrounds. This is compared to 27% of state secondary school pupils.
- » **39%** of young people that took part in our away from home experiences were from priority areas. This is compared to 30% of state secondary school pupils.
- » **2%** of young people that took part in our experiences were in care or care experienced.

### Removing Financial Barriers

We seek to ensure that cost is not a barrier to young people that want to take part in NCS. Therefore, all NCS local community and online experiences are offered to young people free of charge. This enables more young people to access NCS either at home or in their local community. NCS continues to offer a bursary scheme which enables young people to access an away from home experience free of charge. Young people are eligible for a bursary if they are care experienced, have an Education, Health and Care Plan, are in receipt of free school meals, have caring responsibilities or are growing up in a household in receipt of Universal Credit. **41%** of young people taking part in NCS away from home experiences in 24/25 received a bursary.

### Designing and Delivering NCS

As a funder and commissioner, NCS Trust seeks partners who demonstrate an understanding and awareness of reaching and meeting the needs of a diverse cohort of age eligible young people.

This includes applying a universal design approach to planning and demonstrable approaches to ensuring that all activities are accessible and inclusive, proactively based on anticipated needs and in response to the needs of individual participants. To support our digital experiences, we introduced inclusion principles to support prospective suppliers to better understand our commitment and expectations in relation to diversity and inclusion. .

### Learning and Continuous Improvement

Throughout 24/25, we have ensured our ways of working and offering to young people continues to grow and develop. Our approach to continuous improvement includes ongoing review, learning, and practice sharing.

24/25 has been the second year the trust has been implementing and learning from the NCS Learning Plan, which outlined how NCS will use insight to better understand delivery and inform improvements. The trust completed **three thematic learning loops this year** on the topics of outreach, inclusion and social mix; quality and impact and relationships and partnerships. Learning and actions generated were shared transparently, with 42 partner representatives attending a feedback session and two internal sessions held for NCS staff. Although the Learning Plan was intended to ensure the trust could evaluate and learn from its activity, the closure announcement has meant that these learnings cannot be used to develop the trust's activities. **Instead, these learnings will be shared with the sector to help ensure knowledge isn't lost.**

## Financial Performance

The trust drew down £49.3m of grant in aid from DCMS in FY 24/25 (FY 23/24 £48.4m) generating other income of £1.6m (FY 23/24: £1.1m). Total Expenditure for the year was £51m (FY 23/24: £48.1m), made up of programme delivery £32.3m (FY 23/24: £31.6m), staff costs £13.6m (FY 23/24: £9.6m) and other costs £5.1m (FY 23/24: £6.9m).

The trust has continued to demonstrate strong financial control - reducing administration costs for the 5th consecutive year.

Programme and Admin expenditure outturn for the year was within 2% of the agreed budget allocation. Administration costs accounted for 7% of overall expenditure which is well below the DCMS target of 14%.

### Long Term Expenditure Trend

The most significant area of expenditure for the trust relates to payments made to delivery partners who facilitate NCS programmes on behalf of the trust.

A trend analysis of programme expenditure is detailed in the table below.

Programme Expenditure	FY
<b>£21m</b>	<b>24/25</b>
<b>£20.3m</b>	<b>23/24</b>
<b>£53.6m</b>	<b>22/23</b>
<b>*£67.5m</b>	<b>21/22</b>
<b>**£49.2m</b>	<b>20/21</b>

\*Expenditure was increased by £13.8m due to the impact of a prior period adjustment

\*\*Expenditure was decreased by £13.8m due to the impact of the prior period adjustment mentioned above

## **Annual Strategic Plan (Strategy Development and Closure)**

Over the course of the financial year, NCS has been developing and finalising a new strategy for beyond 2025. This long term project was collaborative in its approach and built on input and insight from young people, our Youth Advisory Board, our Board, our sector partners and internal staff at the trust. The strategy identified NCS' vision, mission and values, and developed a focused offer that would increase NCS Trust's impact towards its objectives together with the broader youth sector.

Following the announcement from the Secretary of State for DCMS about the intent to wind-down and close NCS Trust, we terminated our strategy development process. While we are disappointed to close the trust, we are proud of the work of our staff, partners, and Youth Advisory Board who contributed to the creation of a strategy that truly centred around young people. We shared our insight and learnings from the strategy development process with DCMS to support the development of the National Youth Strategy.

## **Sustainability, Environmental, Social, and Governance Disclosure**

### **Sustainability Report**

NCS Trust is committed to minimising damaging environmental impacts. We explore and implement ways of working which help us enhance environmental sustainability, minimise harm to our ecosystem, and improve our environmental performance. We use our position to encourage stakeholders and suppliers to adopt environmentally responsible practices.

Sustainability recognises that the three pillars of the economy, society and the environment are interconnected. It is a long-term, integrated approach, to achieving quality of life improvements while respecting the need to live within environmental limits.

Adapting to climate change, the trust has undertaken investment in technology to support hybrid working, reducing emissions in commuting to and from work, and work-related travel.

As an organisation, we only occupy very small areas in shared buildings in London and Manchester so our ability to influence meaningful change is limited. We continued to look for further reductions in travel and other carbon producing activities. For these reasons, a Climate Change Risk Assessment (CCRA) was not undertaken.

### **Procuring Sustainable Products and Services**

As the trust buys goods and services that adhere to the minimum mandatory Government Buying Standard from the Crown Commercial Service (CCS) framework agreements and compliance with these standards is met, as suppliers will have to demonstrate meeting these standards as a minimum to be part of the CCS framework.

### **Reducing Environmental Impacts from Information Communication Technology (ICT) and Digital**

Our headline commitment is to report on the adoption of the Greening Government: ICT and Digital Services Strategy and associated targets. NCS Trust is committed to delivering a sustainable service and reducing our carbon footprint by optimising the IT Infrastructure and applying sustainability criteria in the procurement of goods and services within the ICT supply chain.

## Sustainability Data

Greenhouse Gas (GHG) Emissions	FY 24/25	FY 23/24
Non-financial indicators (tCO <sub>2</sub> e)		
Total gross emissions for scopes 1 and 2	Unavailable	188
Total net emissions from scope 1	Unavailable	49
Total net emissions from scope 2	Unavailable	139
Gross emissions scope 3 - Business travel	Unavailable	6
Related energy consumption (kWh)		
Electricity non-renewable	Unavailable	670,653
Gas	Unavailable	243,211
Domestic air travel		
Number of flights	14	21
Distance (kms)	12,344	16,447
Emissions (tCO <sub>2</sub> e)	4	6
Financial indicators (£'000)		
Expenditure on energy	Unavailable	9
Expenditure on electricity	Unavailable	8
Expenditure on gas	Unavailable	1
Expenditure on official business travel	220	201

Waste	FY 24/25	FY 23/24
<b>Non-financial indicators (tonnes)</b>		
<b>Total waste</b>	Unavailable	20
<b>Non-hazardous waste</b>		
<b>Landfilled</b>	Unavailable	10
<b>Recycled</b>	Unavailable	9
<b>Compostable</b>	Unavailable	1
<b>Financial indicators (£'000)</b>		
<b>Total waste disposal cost</b>	Unavailable	1

Finite Resource Consumption - Water	FY 24/25	FY 23/24
<b>Non-financial indicators (m3)</b>		
<b>Supplied</b>	Unavailable	3,821
<b>Financial indicators (£'000)</b>		
<b>Water supply costs</b>	Unavailable	1

Due to the small amount of office space the trust occupies, the landlords have confirmed they no longer collect sustainability data for our organisation and as such, are unable to provide this.

Our Performance Report was approved by Michael Devlin, Interim CEO and Accounting Officer:

Signed 

Date 26 June 2025

# Accountability Report

## Corporate Governance Report

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

sit on our board as invited guests. Our current youth advisors, Jess Evans and Rachael Oloyede joined the board in December 2022 and March 2024 respectively. NCS Trust also has a government representative who sits on the Audit and Risk and People and Remuneration Committees. Additionally, an external Advisor joins the Audit and Risk Committee. NCS Trust also supports the Board Apprentice programme.

## Board of Directors

The NCS Trust Board of Directors is composed of a Chair, CEO, eight publicly appointed Non-Executive Directors, and two youth advisors who

### Harris Bokhari OBE, Chair (appointed in July 2023)



Harris is an internationally acclaimed youth leader and founded the Patchwork Foundation in 2010 to promote the political and democratic engagement of under-represented communities. He is a social entrepreneur, public engagement advisor and chartered accountant. His range of roles include Chair of the Public Service Honours Committee, Independent Member of the King's Award for Voluntary Service Committee, Board member at The Royal Parks, an elected council member of the National Trust and Trustee Emeritus at the Natural History Museum. Harris was awarded an OBE in Her Majesty's 2015 Birthday Honours List for services to young people; named as one of London's most influential figures by the Evening Standard's Progress 1000 List; and awarded Imperial College's inaugural Distinguished Alumni.

### Mark Gifford, Chief Executive (To November 2024)



Mark Gifford was the Chief Executive Officer of National Citizen Service Trust between March 2020 and November 2024. Previously, Mark worked in significant roles across the John Lewis Partnership, his last role as the Director of Shop Trade for Waitrose & Partners. As a people-oriented leader, Mark is known for creating and nurturing high-performing teams, change management and improving productivity and impact.

As well as a strong operational background, Mark has a public service ethos and a commitment to supporting young people and the community. An active school Governor and Academy Director and Chair for over 20 years, Mark is also NED at Manchester University Foundation Hospital Trust and active in his Church.

Outside of work, Mark is a father and husband and although a self-confessed proud Mancunian. Mark has spent many years working with communities across the country and is equally passionate about them.

## Michael Devlin, Interim Chief Executive (From November 2024)



Michael is the CEO of the National Citizen Service Trust. A qualified lawyer with a Masters in Organisational Psychology, Michael is originally from Australia and moved to London in 2008. After a career spent predominantly in banking working in Strategy, Governance and HR both in Australia and the United Kingdom, Michael joined NCS in 2019 as interim company secretary. At NCS, he has held roles leading on governance, delivery and the transformation of the trust and was appointed interim CEO in October 2024 as the selection and appointment of a permanent CEO was underway. Shortly after his appointment as interim, the Secretary of State announced her intention to wind down NCS programmes and close NCS Trust. Michael remained in the role to lead the trust through its last four months of delivery to young people and then to its ultimate closure by the end of June 2025. Outside of work, Michael plays and coaches water polo, volunteers for charities with a focus on diversity and representation and has been an external advisor for the Royal College of Nursing on their Governance Committee since 2022.

## Youth Advisory Board Co-Chairs and Youth Advisors to the Board

### Rachael Oloyede (appointed in March 2024)



Rachael is a second-year English Literature student at the University of Cambridge. Alongside her academic pursuits, Rachael is a dedicated advocate for youth empowerment and racial equality. Serving as a Youth Advisor at The Careers & Enterprise Company and Racial Equalities Officer at her college, she actively engages in initiatives to foster inclusivity and opportunity for all. Her dual roles allow her to blend her academic insights with real-world advocacy, ensuring youth perspectives are heard and valued in decision-making processes. Within the NCS Trust, Rachael aims to bring her dedication and experience to empowering young voices to champion positive change.

### Jess Evans



Jess has been involved with NCS since completing the programme herself in 2018, and is passionate about creating meaningful opportunities for young people and driving impactful youth engagement across all levels of decision making. Having recently graduated from the University of Cambridge in Psychology and Behavioural Sciences, Jess now works with the Department for Education to support user-centred education policy and digital delivery. She is also a non-executive director at Youth Futures Foundation, the What Works centre exploring equitable access to high-quality employment for young people, where she helps ensure that youth perspectives are embedded in strategic decision making.

## Non-Executive Directors

### Catrin Anderson



Catrin is an experienced people leader in dynamic, innovation-led organisations, having worked at Zoopla Property Group, Dyson and Amazon. Catrin joined Houseful (previously Zoopla Property Group) as Chief People Officer in 2019 where she has been the driving force behind significant organisational and cultural transformation. Previously at Dyson, Catrin led a global team during a period of high growth and significant change, including the establishing of the Dyson Institute of Engineering and Technology. Beforehand Catrin spent 5 years at Amazon, working with senior leaders across the full portfolio of businesses in Europe, Middle East and Africa. Catrin is an active advocate for the development of young talent and the creation of opportunities where young people can learn, safely make mistakes, and explore their potential. Having recently assumed responsibility for Environmental, Social and Governance at Houseful, she has supported the promotion of the company's partnership with both Future Frontiers and the Mayor's Fund for London. She has coached several young people, offering guidance to enable them to realise their personal, academic and sporting potential. Born and raised in West Wales, Catrin has a MA in French and German from Cambridge University and speaks four languages. She is a proud mother of two, a hockey player, marathon runner, avid rugby and football fan, and part-time surfer.

### Jonathan Freeman



Jonathan is an award-winning CEO committed to social impact with a track record of leadership across the charitable sector, private sector and Senior Civil Service. Jonathan is CEO of the Charity for Civil Servants that supports current, former and retired civil servants when they face tough times. Prior to this role, Jonathan was founder CEO of the CareTech Foundation, the leading corporate foundation in the social care sector and also Group Sustainability Director of specialist care and education provider CareTech Ltd, the first holder of this role for the company and, indeed, the UK social care sector. Jonathan was Managing Director of Mosaic, the then HRH The Prince of Wales's youth mentoring charitable initiative, and before that a member of the Senior Civil Service. Jonathan is also Managing Director of Earlsbrook Consulting, providing strategic consultancy support to corporates, charities and philanthropists. Jonathan is Chair of Trustees, Carers Worldwide and member of the Remuneration Committee of St. Anne's College, Oxford University. Jonathan was recognised with an MBE for charitable services in Her Majesty The Queen's New Year's Honours List 2021.

### Duncan McCourt



Until recently, Duncan was a Partner at Brunswick Group Advisory Ltd, helping international businesses deal with complex political and regulatory issues. Duncan joined Brunswick from the UK Treasury, where he was Chief of Staff and Special Advisor to former Chancellor Rt Hon Phillip Hammond MP, providing advice on, among other issues, Brexit, financial services and healthcare. He also served as a Special Advisor to Phillip Hammond in his then capacity as the Secretary of State for Foreign and Commonwealth Affairs. Duncan was campaign director and office manager for Andrea Leadsom MP from 2010 to 2015 and, before that, was chief executive at MCA Ltd. for five years, a management consulting firm, providing managerial and strategic advice to large companies. He also worked in European equity strategy for Credit Suisse and JP Morgan Chase in London, and consulted at the World Bank and KPMG in Washington, D.C.

## Jacquie Nnochiri, Chair of the Safeguarding Committee



Jacquie is an educational leader who has 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 is the Chair of IMB Heathrow IRC. Jacquie also serves on her local Safer Neighbourhood Panel.

## Deborah Tavana, Chair of the People and Remuneration Committee



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.

## Amanda Timberg



Amanda has dedicated her career to improving access to opportunities so that young people have the tools they need to lead fulfilling lives. She has worked in various roles at Google over the last decade and is currently serving as the Director of Global Programs at Google.org. There, she leads initiatives like Google for Non-profits, employee giving, volunteering, and apprenticeships. Before Google, Amanda spent fifteen years in education charities in the UK and the US, including a decade as Executive Director at Teach First, working to develop and equip teachers and leaders to make an impact towards educational equity. Amanda started her career teaching primary school in Compton, California and worked at both Teach For America and the Los Angeles Unified School District in southern California. She holds an MSc in Voluntary Sector Management from Bayes Business School and has sat on several Boards.

## Darren Xiberras, Chair of the Audit and Risk Committee



Darren Xiberras is currently Chief Financial Officer of Cardiff University and a member of the University Executive Board. He was a co-opted member of the National Citizen Service Audit and Risk Committee from 2019 to 2022. He brings a wealth of experience in finance, previously holding the post of Chief Finance Officer at the University of South Wales and at Teach First. Darren is a director of U.M. Association Limited specialist provider of insurance to the tertiary education sector and trained as an accountant with South Wales Electricity PLC.

## Government Representative

### Michael Livingston (term commenced March 2024)



Michael is the Government's nominated representative on the NCS Trust Board. His current role is Deputy Director for Major Sporting Events and Delivery at DCMS, where Michael ensures fulfilment of the Government's commitment to maintaining the UK's world-leading track record as a host of major sporting events. He leads for the UK Government's on the UEFA European Championships 2028 across the UK and Ireland, and oversees the Grassroots Sport Facilities Investment Portfolio.

Michael has been a Civil Servant since 2007 and, prior to joining DCMS, was a Deputy Director in the COVID-19 Task Force within Cabinet Office, the Head of a Cross-Government Team on Serious Youth Violence, and Justice and Home Affairs Adviser in the Prime Minister's Policy Unit. Earlier in his career, Michael worked primarily in the Home Office (with stints at Ofsted and the FCDO). Outside of work, for over fifteen years, Michael was a senior youth leader for a national, uniformed organisation, Jewish Lads and Girls Brigade (JLGB), which was an early NCS partner, winning awards for its interfaith NCS programme. As well as running weekly activities and camps, he designed and led JLGB's accredited youth leadership training and served as a trustee. His other trustee experience includes serving on the board of the Mitzvah Day, which leads the UK's largest day of faith-led social action, and as a board observer for the United Jewish Israel Appeal. Across all these professional and wider commitments, Michael remains passionate about youth leadership and development, and about embedding youth voice in policy-making.

## External Committee Members

### Jakira Motala



Jakira is a Chartered Accountant with over 15 years' experience as both an internal and external auditor for a variety of public sector organisations across healthcare, local and central government, higher education and housing whilst working within the big 4. Jakira is currently working at Homes England within Internal Audit and is a member of the Homes England Shadow Board. Jakira is passionate about championing social mobility for underrepresented groups and those from lower socio-economic backgrounds, helping young people access new opportunities and supporting them in becoming the talent of the future.

### Isobel Baylis



Isobel Baylis is an Account Executive at Amazon Web Services, bringing a wealth of experience in strategy consulting and public sector transformation. With a background as a KPMG Director in Strategy Consulting, and lead roles in significant projects within the Metropolitan Police Service and the Ministry of Defence, Isobel possesses a strong foundation in finance, procurement, and people transformation. A qualified Public Sector Accountant (CIPFA), her expertise spans treasury, pensions, corporate finance, and procurement. She also served as an advisor in the Department for Exiting the EU. Currently, Isobel is focused on expanding her knowledge in the tech and cloud sector to better serve her customers at AWS.

## Tristram Mayhew MBE



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', a multi-award-winning forest adventure business with 50 locations across Britain and the USA. The vision is to 'create adventures and encourage everyone to live life more adventurously'. An alumna of Edinburgh University and London Business School, he is responsible for youth sailing at Bosham Sailing Club. After his term ended on 30 November 2024, Tristram was co-opted as an external advisor to the board on 13 January 2025.

## Board Apprentice

### Adnan Shafi



Adnan had a successful career as a lawyer predominantly at BBC Studios, the commercial arm of the BBC. Adnan is now working across various mentoring schemes with a focus on children and helping them transition from school into higher education or the world of work. Adnan is sport obsessive with a keen interest in football and golf.

## Term Ended

The term for the following members and youth representatives ended during the financial year. The trust would like to express its gratitude for the significant contributions each outgoing member and youth representative has made.

- » Tristram Mayhew's term ended on 30 November 2024, after which he was co-opted to the board as an external advisor
- » Rachael Oloyede and Jess Evans' terms ended on 31st March 2025

Executive Directors

The Executive Team is responsible for the day-to-day management and running of the NCS programme. The table below outlines the structure of our Executive Team as at the end of FY 24/25.

ELT Structure

The Executive team includes: Executive Director of Finance, Executive Director of Strategy and Impact, Executive Director of Operations and Transformation, Executive Director of Digital and Technology, Executive Director of Digital Products and the Chief Operating Officer.

For Governance purposes, only the CEO is an Executive Director on the Board.

Organisational Structure

NCS Trust is led by the NCS Trust Board, within the parameters of the overarching policy direction set by DCMS. The Board oversees the trust's 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 financial year 24/25 is included below.

CEO					
Michael Devlin					
Executive Director Digital	Executive Director Digital & Technology	Executive Director Finance	Chief Operating Officer	Executive Director of Strategy & Impact	Executive Operations & Transformation
Joanna Hutchinson 0.5 FTE Sarah Charlton 0.5 FTE	Adrian Rudduck	Sarfraz Nawaz	Amanda Best	Hannah Stoddart	Kelly Holder

Below Executive Director level, the trust operates with Directorates but also cross-functionally through Service Teams.

## Collaborators

NCS Trust collaborated with the following organisations during the year:

Active Lancashire	North East Lincolnshire Council Young People's Support Services
AFC Wimbledon Foundation	Northern Stage
All Star Entertainment Ltd	Northumberland Wildlife Trust
Ambition Aspire Achieve	Norwich City Community Sports Foundation
Argyle Community Trust	NYBEP Ltd
AutismAble	Oasis Community Partnerships
Barca Leeds	OnSide Youth Zones
Blackpool FC Community Trust	Orange Bow CIC
Bournemouth, Christchurch & Poole Council Youth Services	Petroc
Bradford City FC Community Foundation	Portland College
C&K Careers Ltd	POSITIVE YOUTH FOUNDATION
Cambridgeshire County Council	SAYes Mentoring
Catch 22 Charity Ltd	Sculpt
Changing Young Lives	Shropshire Youth Support Trust
Child Dynamix	Sky Blues in the Community
Children North East	South Tyneside Council
Concordia (UK) Ltd	Sport in Mind
Dallaglio RugbyWorks	Tameside Youth Service, Tameside MBC
Dorset Community Action	Tamworth Amateur Boxing Club
Firvale Community Hub	Teen Action
Flying Futures CIC	The Catalyst Collective Organisation CIC
Girlguiding	The Children's Society
Groundwork South (Hastings & Rother)	The Key (Registered as Keyfund Federation Limited)
Hat-Trick (Centre-West)	Training Cave Club LTD
Higher Rhythm Limited	Unloc
HYPE Merseyside	Volunteering Matters
iAspire2 CIC	We are IVE Ltd
Ipswich Community Media and Learning	West Ham United Foundation
Kirklees Youth Alliance CIO	Wigan Boys and Girls Club
Vibe	WomenZone
Leicester City in the Community X2 grants	XLP Youth Charity
Life Chance Trust	YMCA North Staffordshire
MAP (Mancroft Advice Project)	Yorkshire Dales Millennium Trust
Margaret Carey Foundation	Cambridge County Council
Mayor's Fund for London	Catch 22 Charity Ltd
Melanin Medics	Changing Young Lives
Merseyside Youth Association	Children North East
Michael Streete Foundation	EFL Trust
Motivezcic CIC (Motivez)	Flying Futures C.I.C.
Music and Arts Production Leeds	Groundwork London
MYTIME Young Carers	

Hear2Listen C.I.C.	Basis Social
London Youth	2CV
Personal Best Education (Mountbatten School Services Ltd)	The Good Side
Rotherham United Community Sports Trust	BMG
UK S Futures C.I.C.	Ingeus
Young Bristol	Streetgames
City Year	Bite Back 2030
One Manchester	Word on the Curb
HYPE (Merseyside) Ltd	Break Comms
Groundwork North East	Preloaded
Flying Futures C.I.C.	CAST
Fleetwood Town Community Trust	In2Action
EFL Trust	FIRST
Calico Enterprise	Goal 17
Altus Education Partnership	One Million Mentors
Villiers Park Educational Trust	
Portland College	
UK S Futures	
Notts County FC Community Programme	
Durham Wildlife Trust	
NE Youth Ltd	
Youth Focus North East	
Groundwork North East	
Youth Federation	
Salford City Council - Youth Services	
Children's University Trust	
Manchester City Council	
PIE: Pursuing Individual Excellence	
Northern Lights Learning Trust	
East Norfolk Multi Academy Trust	
Bishop Hogarth Catholic Education Trust	
Shout Out UK	
Youth Employment UK	
Participation People	
Regional Youth Work Units	
Liverpool City Region Combined Authority	
Greater London Authority	
Royal Foundation	
Faith Belief Forum	
The Duke of Edinburgh Award	
Verian	
Savanta	
Ipsos	
London Economics	

## External Business Interests

NCS Trust is conscious that Directors must be free of any conflicts of interest. 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 actual or potential interests as these arise. Each financial year, Board members review and update their external interests. New interests must be declared and all Board meetings begin with a declaration of conflicts of interests. A register of interests is kept up to date and refreshed on the website annually.

## Board Effectiveness Review

The board carried out its annual effectiveness review in Autumn 2024. The key themes from the review are as follows:

- » The board is generally functioning well, with positive dynamics and a good mix of experience
- » There is a strong emphasis on continuous improvement across all areas, including board operations, committee effectiveness, and individual development
- » The priority placed on incorporating youth perspectives and engaging youth advisors is consistently positively highlighted
- » There is a need for clearer understanding of NCS-specific accountabilities and tailored training for board members



## Director Attendance at Board and Committee Meetings of the trust

During the year ended 31 March 2025, the members of the NCS Trust Board of Directors attended meetings as follows:

Director	Board - Ordinary	Audit & Risk Committee	Safeguarding Committee	People & Remuneration Committee
Harris Bokhari	6/6			
Darren Xiberras	5/6	4/4		
Deborah Tavana	6/6			2/2
Amanda Timberg	6/6	3/4		
Catrin Anderson	6/6			2/2
Jacque Nnochiri	6/6		2/2	
Duncan McCourt	6/6	1/4		
Jonathan Freeman	6/6		1/2	
Tristram Mayhew	5/6		2/2	
Mark Gifford	2/2	2/2	2/2	1/2
Michael Devlin	4/4	1/2		2/2
Michael Livingston	5/6	3/4		2/2
Isobel Baylis		1/3		
Jakira Motola		2/4		

\*Note - where numbers of meetings differ between members, this is based on number of meetings that took place during their membership period within the FY 24/25

# Governance Statement

The trust has robust governance, risk and compliance arrangements in place for the year under review. As a Royal Charter body established in accordance with the National Citizen Service Act 2017, the trust is required to comply with its governing legislation - the National Citizen Service Act 2017, as well as the National Citizen Service Trust Royal Charter. As a Public Sector arm's length body sponsored by DCMS, the trust is required to comply with the requirements set out in its Framework Agreement (effective from 1 August 2023) which sets out the trust's working relationship with DCMS, together with our Delegation Letter and Ministerial directives. In particular we are also required to comply with the relevant principles set out in HM Treasury's Managing Public Money (2023) which includes the 2017 Corporate Governance in Central Government Departments: Code of Good Practice (to the extent that its application is relevant to public bodies) and public sector FReM (Government Financial Reporting Manual). The Board and Accounting Officer gain assurance through a robust system of compliance reporting as well as Letters of Assurance from the Executive team.

Appropriate and proportionate governance and management of the wind down programme delivery was defined, established and integrated within the trust's overall PMO governance framework and the Government project delivery and continuous improvement functional standards, despite the programme going live prior to receiving the overarching decisions from DCMS, NCS Trust understanding the scope and requirements of the programme due to the timing of the closure announcement, and also the impact of the truncated timeline and complexities of the close down.

To ensure adherence to best practices, the trust proactively engaged its Board, DCMS, the NAO and other expert sources for strategic guidance. Advice from NAO and legal to set out changes to the Board's responsibilities during the period and presented to the Board. Additional activities were put in place, such as monthly Board meetings and more regular meetings between the Board and the executive.

A new governance structure was established with DCMS. This included a joint programme board, regular Subject Matter Expert meetings, and a governance assurance group with DCMS representation, the CEO, and key Board members.

Functional standards continued to be an area of focus, with NCS Trust continuing to conduct self-assessments against all functional standards and quarterly reviews as we work towards being fully compliant.

Through all of these forms of assurance, the Accounting Officer has concluded there were no matters considered significant weaknesses.

## Effectiveness and Assurance

As Accounting Officer, I, along with the board, am responsible for reviewing the effectiveness of our performance management and internal control system, informed by both internal and external audit and the operation of the internal control framework. The Board and Audit and Risk Assurance Committee (ARC) have provided support and challenge in keeping the effectiveness of our system of internal controls under review throughout the year. The Non-Executive Directors also provide me with an independent view of our performance at Board and in their roles on the trust's Board committees. I have full assurance on the maintenance of a comprehensive system of assurance and controls to support me, as Accounting Officer, to ensure compliance with the principles in Managing Public Money and in particular those in relation to governance, decision making and financial management. On the basis of the evidence received from the Executive Directors, the Non-Executive Chair of the Board and the Non-Executive Director Chairs of the Committees, particularly Audit and Risk Assurance Committee (ARC), I am satisfied that I have the necessary level of assurance to discharge my responsibilities effectively with respect to the period covered by this Governance Statement.

## Fraud and Error

Following internal checks, no instances of fraud or error were identified during the reporting period.

## 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 responsibilities as outlined below. Each Committee has responsibilities in respect of monitoring and leading on aspects of risk management across NCS Trust in accordance with their Terms of Reference.

The Terms of Reference of each Committee is reviewed annually to ensure they remain relevant to the responsibilities and objectives of NCS Trust. Changes that are made to the Terms of Reference are subject to board approval following appropriate consultation and agreement.

### **Audit and Risk Committee (ARC)**

The chair of the ARC is Darren Xiberras. The ARC is responsible to the Board for providing 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 ensuring the organisation is meeting its regulatory obligations and legislative requirements, reviewing systems of internal control and the trust's risk management framework and monitoring the integrity of the financial statements of NCS Trust.

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, and two external members. The ARC is also attended by representatives from the internal and external auditors.

#### » **Safeguarding Committee**

The chair of the Safeguarding Committee is Jacquie Nnochiri. The Safeguarding Committee is responsible to the Board for providing an independent assessment of Safeguarding procedures, incident reporting and ensuring the safety and wellbeing of NCS participants is at the forefront of organisational decision-making. The Safeguarding Committee is responsible for reviewing and approving the trust's Safeguarding policies and procedures and supporting the ELT in having a robust process to ensure that all incidents relating to Safeguarding are thoroughly investigated and inform necessary improvements to policy and procedure. The Committee is composed of two Non-Executive Directors and a youth representative.

#### » **People and Remuneration Committee**

The People and Remuneration Committee is chaired by Deborah Tavana. The People and Remuneration Committee is responsible for providing an independent assessment of all workforce responsibilities and makes recommendations to the 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 executive leadership team. From November 2024, the Committee had a key role in supporting the redundancy process, associated staff impacts and consultation, in particular ensuring robust decision making where staff were conflicted. The Committee comprises three non-executive directors and a government representative. Under the NCS Royal Charter, the government representative must be a member of the Remuneration Committee and holds a casting vote on the approval of the remuneration policy.

## **Reports from Board Committees**

The minutes of all Committee meetings are circulated to the Board of Directors and the relevant Committee Chairs give verbal updates on matters discussed. Updates are captured in the Board minutes, available on the trust's website. Further detail on matters discussed at the Committee meetings during the reporting period is included below.

#### » **Audit and Risk Committee**

The Audit & Risk Committee (ARC) held regular meetings between July 2024 and March 2025 to oversee key aspects of governance, risk management, and audit. The ARC received regular updates from the Executive Director Finance, approved the budget, and scrutinised the Annual Report including going concern approval. The Committee received updates from both the National Audit Office (NAO) on external audit activities and Forvis Mazars on internal audit progress, plans, and findings. The ARC also maintained a focus on risk management and compliance. Standing items reviewed at every meeting included policy approvals, financial commitments, Accounting Officer Assessments, and updates on FOI, Data Protection, Whistleblowing, fraud, and Health and Safety. Specific areas of focus during this period included cyber security and data protection, with dedicated review items and deep dives. The committee also addressed the specific context of the trust's wind down following the unforeseen closure announcement in November 2024, revisiting the going concern matter, overseeing an updated risk management framework and supporting the trust in navigating a complex operational and compliance landscape.

### » **Safeguarding Committee**

The Safeguarding Committee focused on policy and procedural review, continuous improvement and incident management related to the safeguarding of young people and staff across all service lines. This included discussions on our new model, ensuring clear understanding of responsibilities and robust ways of working with all partners. An essential aspect of the work of the Committee was monitoring incidents and finalising improvement drawing lessons from past experiences.

### » **People and Remuneration Committee**

The People and Remuneration Committee continued to focus on organisational culture, remuneration approach, and people-related matters. Discussions specifically included pulse surveys, pay reviews, and the development of the Annual People Report. The Committee monitored gender pay gaps, conducted pay benchmarking and market rate analyses, and addressed topics related to organisational design. Additionally, the Committee reviewed succession planning particularly for board appointments ensuring the organisation's leadership remains robust and aligned with its objectives. The Committee heard regularly from the Employee Voice Forum. From November 2024, the Committee also oversaw the application of a retention strategy during the winddown period along with hearing and making decisions on counter proposals during collective consultation.

## **Risk Management and Internal Control**

The Board of Directors, in collaboration with its Committees, is responsible for maintaining a robust risk management system. NCS holds a transparent risk management culture at all levels. The Audit and Risk Committee (ARC) supports the Board by conducting an annual review of risk management effectiveness, informed by the internal auditor's work and reports on internal control effectiveness. The ARC meets quarterly to discuss proposals for improvement and review Corporate Risk activities. In 24/25, the trust further enhanced risk reporting through improved dashboards, increasing visibility of risk performance across the organisation. Forvis Mazars, approved by the ARC, continued to serve as the trust's internal auditor, aligning with the trust's risk approach.

Between April 2024 and November 2024 Key audit topics included:

- » Key Financial Controls Accounts payable assurance was assessed as effective and the trust was issued a Moderate opinion
- » The full audit plan was not undertaken on a value for money basis given the trusts closure and little time to act on observations
- » In order to support orderly and efficient wind down activities, the trust commissioned Forvis Mazars to undertake advisory audits on Systems closure and Fraud. Outstanding assurance audit findings were incorporated into risk registers and managed through the existing risk management framework
- » Independent Assurance reviews are included below (see section 27)

## **Accountability Issues or Breaches**

There were no known reportable breaches during the reporting period.

## **Information Security**

The trust is committed to ensuring the confidentiality, integrity and availability of all information and ensuring compliance with relevant legal and regulatory frameworks. We regularly review and update risks identified, ensuring we take relevant action where possible to reduce the risk to a tolerable level. A comprehensive suite of information security policies and procedures is maintained. Information security training is provided to staff at regular intervals to ensure knowledge is maintained and improved. The trust has implemented suitable access controls and encryption methods to protect information. In 2024 the trust successfully achieved Cyber Essentials Plus certification. From April 2024 to March 2025 there were 124 incidents. Work was commenced to review NCS Trust against the GovAssure framework, but these were scaled back following the closure announcement in November.

## Data Protection

The trust takes seriously its responsibilities for protecting personally identifiable data. The trust processes a significant amount of personal data on NCS participants, including 'special category data', in compliance with the Data Protection Act 2018 which incorporates the UK General Data Protection Regulation (UK GDPR). Organisational, technical and security measures help protect the data to prevent unauthorised access, disclosure, use and modification of information. It provides guidance to staff on appropriate handling of information and regularly reviews data protection measures, new technologies and methods. Staff get annual refresher training on Data Protection compliance. In 2024/2025 the trust did inform the Information Commissioner's Office (ICO) of one data protection incident. This incident was due to a technical error resulting in exposure of 6 data subjects. The ICO was notified after 24 hours while the incident was still being investigated, in conclusion it was discovered that the exposure was limited and no sensitive data was exposed and the ICO did not take any action. There were 9 data incidents reported to the DPO. The trust has remained committed to compliance with UK GDPR principles, through implementing robust policies and procedures to protect personal data.

## Whistleblowing

The trust is committed to establishing an environment where all staff, regardless of level, know that it is safe and acceptable to raise concerns where there has been illegality or wrongdoing. It offers a whistleblowing procedure (supported by a whistleblowing policy) so employees can report relevant issues of concern to either the Head of People or the Chair of the People Committee. A separate confidential concerns reporting route is available to participants, providers, parents/guardians, and the general public who have concerns or issues arising from the NCS programme.

## Auditors

The National Citizen Service Act 2017 requires the Comptroller and Auditor General of the National Audit Office to:

- » examine and certify the accounts of the NCS Trust for the financial year,
- » report on the accounts, and
- » lay the certified accounts and report before Parliament.

## Independent Assurance

Internal Audit services by Forvis Mazars provide the Accounting Officer and the Board, through the Audit and Risk Committee (ARC), with an independent, objective view of risk management, control and governance and their effectiveness in achieving the trust's agreed objectives.

- » Substantial Assurance: The framework of governance, risk management and control is adequate and effective
- » Moderate Assurance: Some improvements are required to enhance the adequacy and effectiveness of the framework of governance
- » Adequate Assurance: There are significant weaknesses in the framework such that it could be or could become inadequate and ineffective
- » Limited Assurance: There are fundamental weaknesses in the framework such that it is inadequate and ineffective or likely to fail

The trust's full internal audit plan for 24/25 was not delivered as expected following the closure announcement and those audits not already underway were stopped on the grounds of value for money and the need to reprioritise remaining work. The only assurance based audit completed was for Accounts Payable which received a moderate opinion with no high priority recommendations and some suggested process improvements which have been fully implemented. Consequently, an overall annual opinion on internal audit assurance could not be determined due to the reduced number of audits. Further internal audit work was undertaken in the year to assist management with additional insights into the counterfraud environment and data and systems management as the trust began its close down activities. These audits could not be considered towards the overall annual opinion however, as they were advisory in nature.

## Data Reported to The Board

The trust reports data regularly to the Board through Management Reports circulated in advance of every Board meeting. Data is provided in a timely manner to support discussion, challenges and questions on key performance metrics such as participation vs target, actual costs vs budget and Net Provider Scores (NPS), supported by in-depth narrative and explanation. Minutes show robust challenges by Board members having had time to prepare and having balanced information on strengths and areas for improvement. The Board rarely requests further information, indicating that information provided enables robust challenge and decision making. This can be evidenced through board minutes available on the trust's website.

# Statement of Accounting Officer's Responsibilities

Under the National Citizen Service Act 2017, NCS Trust must prepare accounts for each financial year in accordance with the Accounts Direction given to the NCS Trust by the Secretary of State. 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 financial reporting manual (FReM).

- » Observe the Accounts Direction issued by DCMS, including the relevant accounting and disclosure requirements, applying 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.

The Permanent Secretary for DCMS has appointed me, the Chief Executive, as the Accounting Officer of National Citizen Service Trust. I am responsible for the propriety and regularity of the public finances, keeping proper records and safeguarding NCS Trust assets, as set out in Managing Public Money published by HMT.

- » I have taken all necessary steps to make myself aware of any relevant audit information and to establish that NCS Trust's auditors are aware. As far as I know, the auditors are aware of all relevant audit information
- » I have complied with all requirements of the Government FReM
- » I confirm that this Annual Report and Accounts as a whole is fair, balanced and understandable. I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.



Michael Devlin, Interim Chief Executive

# Remuneration and Staff Report

This section provides details on our remuneration policy, pay, benefits and staff numbers.

The closure announcement altered the operational culture for the trust which is reflected in some of the data shared. The impact of this was lower than expected participation in EDI monitoring.

## Remuneration Committee

The Board has established a People and Remuneration Committee, which includes a representative of the Government. It has approved Terms of Reference from the Board and the Government Representative has power of veto over approval of the trust's remuneration policy.

## Civil Service Pay Guidance

NCS Trust, as an arm's length body of DCMS, is bound by the annual [Civil Service Pay Guidance](#). Issued annually, it sets out the percentage of the pay bill that can be spent on pay increases that year and the parameters within which this can be performed. Any annual pay increase or decision to award performance-related pay at Chief and Director level must be considered according to the same principles that apply to Senior Civil Service pay, with DCMS responsible for enforcing this.

## Remuneration Policy

The Remuneration Committee will consider information from Management as context for accepting or rejecting a suggested remuneration policy

- » The organisation's current financial position
- » Existing or emerging risks that may impact on financial stability
- » Comparing the competitiveness of 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, referencing relevant comparisons so that NCS Trust remains sensitive to the broader issues within its sector (e.g. pay and employment conditions elsewhere) alongside Civil Service pay guidance.

## Pay and Benefits

The organisation will refer to relevant benchmarks, inflationary indexes and annual Civil Service pay guidance in determining salaries of NCS employees including the Chief Executive. The intention is that salary provides an incentive to encourage performance and, in a fair and responsible way, rewards individual contributions to success. The Remuneration Policy covers salary, promotions, role changes, allowances, other benefits and arrangements at the end of employment.

The Chair, People and Remuneration Committee, and the Government Representative have responsibility for agreeing the terms and remuneration of the CEO. The Chair and People and Remuneration Committee's decisions will be in accordance with the Civil Service Pay Guidance published by HMT. The CEO's base salary is benchmarked annually so they are paid appropriately.



We offer a competitive benefits package to our people.

- » Cycle To Work, tax-efficient Government initiative to buy a cycle and kit
- » Employee Assistance Programme, confidential service for our employees
- » Enhanced maternity/adoption pay , full pay for six months after 1 year's service
- » External learning, company sponsored through a business case approval process
- » Eye care, paid eye exam 2 years via Specsavers Corporate Eyecare Vouchers
- » Learning days, at least 3 paid days to attend internal learning courses
- » Life Assurance, 4 times employee's annual basic salary
- » Edenred Discounts portal, offering gym, healthcare and dental discounts
- » Paid jury service with full pay for duration of service
- » Paternity/non birthing partner, full pay for 2 weeks after 1 year's service
- » Payroll Giving to Charity, tax-effective monthly deduction from pre-tax earnings
- » Sabbatical leave, subject to approval of a sabbatical leave application
- » Volunteer days, company-matched employee time off to a maximum of 5 days

The trust does not offer any long-term incentives to its employees.

## Non-Executive Directors' Remuneration

The Chair is appointed in line with the Royal Charter, by the King in Counsel on the recommendation of the Prime Minister and is expected to commit a material amount of time to our business. The Chair is remunerated for this at £400 per day, capped cumulatively at £40,000 per annum. The Chair commenced his term on 12th July 2023 so the cap covers the annual period from that date and equates to a time commitment of around two days a week. The Chair is not an employee of the trust and receives no other benefits.

The Non-Executive Directors are appointed following a fair and open, merit based competition. Recommendations are made by the Chair to the Prime Minister and with advice from the Privy Council. The Non-Executive Directors (except for the Chair) are not remunerated. We are grateful for their significant commitment voluntarily to NCS. The Chair and Non-Executive Directors can claim expenses incurred on the trust's business, subject to limits contained in the trust's travel and expenses policy.

## Senior Executive Pay in 24/25

Names and roles of the Board of Directors and senior leadership team are set out in the Directors' Report. All are considered 'Directors' in the report, so we provide the information needed under the Government FReM 24/25. The following tables cover the year 1 April 2024 - 31 March 2025.

This information is subject to audit.

	Annual Salary	Salary	Bonus	Employer's Pension Contributions	Benefits in kind	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(To nearest £100)	(£'000)
	2024/25 (2023/24)	2024/25 (2023/24)	2024/25 (2023/24)	2024/25 (2023/24)	2024/25 (2023/24)	2024/25 (2023/24)
<b>Harris Bokhari OBE<sup>7</sup></b> Chair	35-40 (35-40)	35-40 (35-40)	NIL (NIL)	NIL (NIL)	NIL (NIL)	35-40 (35-40)
<b>Mark Gifford<sup>8</sup></b> Chief Executive Officer	145-150 (145-150)	90-95 (145-150)	NIL (NIL)	5-10 (10-15)	NIL (NIL)	95-100 (160-165)
<b>Michael Devlin<sup>9</sup></b> Interim Chief Executive	135-140 (NIL)	60-65 (NIL)	NIL (NIL)	0-5 (NIL)	NIL (NIL)	65-70 (NIL)
<b>Amanda Best<sup>10</sup></b> Chief Operating Officer	185-190 (115-120)	185-190 (115-120)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	190-195 (125-130)
<b>Hannah Stoddart<sup>11</sup></b> Executive Director - Strategy & Impact	170-175 (105-110)	170-175 (105-110)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	175-180 (115-120)
<b>Kelly Holder</b> Executive Director - Operations & Transformation	115-120 (110-115)	115-120 (110-115)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	125-130 (115-120)
<b>Adrian Ruddock</b> Executive Director - Digital & Technology	110-115 (105-110)	110-115 (105-110)	NIL (NIL)	5-10 (5-10)	NIL (NIL)	120-125 (110-115)
<b>Jo Hutchinson<sup>12</sup></b> Executive Director - Digital Products (Job share)	155-160 (125-130)	100-105 (120-125)	NIL (NIL)	5-10 (0-5)	NIL (NIL)	105-110 (125-130)
<b>Sarah Charlton<sup>13</sup></b> Executive Director - Digital Products (Job share)	130-135 (NIL)	75-80 (NIL)	NIL (NIL)	0-5 (NIL)	NIL (NIL)	80-85 (NIL)
<b>Sarfraz Nawaz</b> Executive Director - Finance	120-125 (110-115)	120-125 (60-65)	NIL (NIL)	5-10 (0-5)	NIL (NIL)	130-135 (60-65)

<sup>7</sup>Cumulative fee capped at £40,000 per annum

<sup>8</sup>Left 8th November 2024

<sup>9</sup>Started as Interim CEO on 28th October 2024

<sup>10</sup>Made redundant on 31st March 2025 with a total payout of £56,880 due to be received in April

<sup>11</sup>Made redundant on 31st March 2025 with a total payout of £51,097 due to be received in April

<sup>12</sup>Made redundant on 31st March 2025 with a total payout of £26,487 due to be received in April

<sup>13</sup>Started 3rd September 2024 but made redundant on 31st March 2025 with a total payout of £31,521 due to be received in April

Gender diversity based on FTE number of staff

	At 31 March 2025		At 31 March 2024	
	Male	Female	Male	Female
Executive team	3	4.3	3	4
Permanent and fixed term staff (excluding Executive team)	45	89.8	50	95.6
<b>Total permanent and fixed term staff</b>	<b>48</b>	<b>94.1</b>	<b>53</b>	<b>99.6</b>

Gender Pay Gap and Equal Pay

We addressed the gender pay gap within our pay review in June 2024 which, along with consistent attention to pay equity, helps to maintain the adjustments made in previous years. We run monthly snapshot reports and an annualised report in April.

Comparison data

(Industry comparisons from Xpert HR no longer available, data taken from Gov.uk comparison tool)

Measure	NCS Trust 31 March 2025*	NCS Trust 5 April 2024	The Scout Association 2024	The Prince's Trust 2024	Sport England 2024	All employees (National Statistics) 2024
Mean gender pay gap	7.05%	10.17%	13.4%	6.2%	8.7%	8.2%
Median gender pay gap	6.37%	8.27%	4.8%	0.9%	6.9%	4.7%

\* Earlier snapshot date used for year on year comparison due to redundancies affecting employee numbers during April 2025.

# Staff Costs

(The following tables are subject to audit)

Costs	Permanently Employed Staff	Others	2024/25	2023/24
	£'000	£'000	£'000	£'000
Wages and Salaries (including performance related pay)	8,726	212	8,938	8,185
Pension Costs	528	-	528	524
Social Security Costs	972	-	972	938
Redundancy Costs	3,126	-	3,126	-
<b>Total Staff Costs</b>	<b>13,352</b>	<b>212</b>	<b>13,564</b>	<b>9,647</b>

## Average Number of Staff During the Year - FTE

NCS Trust Staff	2024/25	2023/24
Employees	147	148
Other Staff (includes agency/seconded staff)	1	-
<b>Total</b>	<b>148</b>	<b>148</b>

## Apprenticeship Levy

The Government introduced the Apprenticeship Levy on 1 April 2017. NCS Trust contributed £27,766 in the year with £8,308 of claims to fund apprenticeships made (In FY 23/24 the trust contributed £26,502 with £0 of claims). The trust took on four apprentices in FY 24/25.

inform a plan of activities to progress our diversity and inclusion. We have populated and collated the data by collecting responses to questions on protected characteristics through a voluntary new joiner form. Our 2025 Equality Monitoring Survey took place between February 26th - March 20th.

The following figures are based on the NCS Equality Monitoring Survey, The sample size was 58 in the 2025 survey (108 respondents in 2024).

## Staff Composition

In February/March of 2025, we ran an equality, diversity and inclusion monitoring survey to capture data about the diversity of employees to

2024 Results		2025 Results	
Age		Age	
16 - 24	5.60%*	16 - 24	5.20%
25 - 34	23.10%	25 - 34	12.1%
35 - 44	41.70%	35 - 44	46.6%
45 - 54	22.20%	45 - 54	25.9%
55 or older	5.60%	55 or older	8.60%
Prefer not to say	1.90%	Prefer not to say	1.70%

\*11 employed Youth Advisors not included in this figure

2024 Results		2025 Results	
Ethnicity		Ethnicity	
White - English, Welsh, Scottish, Northern Irish or British	69.40%	White - English, Welsh, Scottish, Northern Irish or British	75.9%
White Irish	0.90%	White Irish	0.00%
White - Gypsy or Irish Traveller	0.00%	White - Gypsy or Irish Traveller	0.00%
White - Roma	0.00%	White - Roma	0.00%
Any other White background	8.30%	Any other White background	8.6%
Mixed Multiple Ethnic Groups - White & Black Caribbean	0.90%	Mixed Multiple Ethnic Groups - White & Black Caribbean	0.00%
Mixed Multiple Ethnic Groups - White & Black African	0.00%	Mixed Multiple Ethnic Groups - White & Black African	0.00%
Mixed Multiple Ethnic Groups - White & Asian	0.00%	Mixed Multiple Ethnic Groups - White & Asian	0.00%
Any other Mixed or Multiple Ethnic Groups	0.90%	Any other Mixed or Multiple Ethnic Groups	0.90%
Asian/Asian British - Indian	1.90%	Asian/Asian British - Indian	0.00%
Asian/Asian British - Pakistani	1.90%	Asian/Asian British - Pakistani	1.60%
Asian/Asian British - Bangladeshi	0.90%	Asian/Asian British - Bangladeshi	0.00%
Asian/Asian British - Chinese	1.90%	Asian/Asian British - Chinese	1.70%
Any other Asian background	0.90%	Any other Asian background	0.00%
Black/Black British/Caribbean/ African - Black British	3.70%	Black/Black British/Caribbean/ African - Black British	1.70%
Black/Black British/Caribbean/ African - African	2.80%	Black/Black British/Caribbean/ African - African	3.40%
Black/Black British/Caribbean/ African - Caribbean	0.00%	Black/Black British/Caribbean/ African - Caribbean	1.70%
Any other Black background	0.00%	Any other Black background	0.00%
Other Ethnic Group - Arab	0.00%	Other Ethnic Group - Arab	0.00%
Prefer not to say	4.60%	Prefer not to say	6.90%
European	0.00%	European	0.00%
White European	0.90%	White European	0.00%

2024 Results		2025 Results	
Gender Identity		Gender Identity	
As a Woman (including Transwomen)	67.60%	As a Woman (including Transwomen)	70.7%
As a Man (Including Transmen)	30.60%	As a Man (Including Transmen)	25.9%
As non binary/ genderqueer/ agender/ gender fluid/Intersex	0.00%	As non binary/ genderqueer/ agender/ gender fluid/Intersex	0.00%
Prefer not to say/Other	1.90%	Prefer not to say/Other	1.70%
Sexual Orientation		Sexual Orientation	
Bi / Bisexual	2.80%	Bi / Bisexual	6.90%
Gay / Lesbian	8.30%	Gay / Lesbian	5.2%
Heterosexual / Straight	82.40%	Heterosexual / Straight	82.80%
Pansexual	1.90%	Pansexual	0.00%
Prefer not to say	4.60%	Prefer not to say	5.20%
Disability		Disability	
Yes	16.70%	Yes	13.80%
No	79.60%	No	79.30%
Prefer not to say	3.70%	Prefer not to say	6.9%
Religion		Religion	
No religion	58.30%	No religion	62.10%
Christian	29.60%	Christian	29.30%
Buddhist	1%	Buddhist	0.00%
Hindu	0.90%	Hindu	0.00%
Jewish	0.90%	Jewish	0.00%
Muslim	2.80%	Muslim	1.70%
Sikh	0.00%	Sikh	0.00%
Mixture of Paganism and other beliefs	0.90%	Atheist	0.00%
Spiritual	0.00%	Spiritual	0.00%
Prefer not to say	5.60%	Prefer not to say	6.90%

We are unable to split out Senior Executive data because we adopt a “rule of 10” approach when sharing sensitive data and there were not 10 or more Senior Executives in the 24/25 business year. The figures may not represent the whole workforce as they are taken from our Equality, Diversity and Inclusion monitoring survey which is not mandatory.

## Sickness Absence

NCS Trust has policies and procedures in place to monitor long and short term sickness absence and this information is reviewed by the Management Team. During 24/25, sickness absence averaged 2.78 days per person (3.98 days per person in 23/24).

## Staff Turnover

Staff turnover to 31 March 2025 is 85.43%. In March 2025, 93 employees were made redundant. Staff Turnover without redundancy for the same period is 24.5%. In the period 23/24 staff turnover was 18.35%, calculated on a 12 month period/average employees in the period.

## Staff Policies Applied During the Year (regarding disabled persons)

The following policies applied to all employees of the trust, including members of the senior leadership team, during the year to 31 March 2025.

- » Disability: We give full and fair consideration to applications for employment by people with disabilities. We are actively looking to raise awareness around available support under the 'Access to Work Scheme'. We are currently reviewing the requirements to become a 'Level 2 Disability Confident Employer'. If an employee becomes subject to a disability during their employment, we will continue employment if possible, making all reasonable adjustments. We offer training, career development and promotion opportunities for disabled people as appropriate. Our recruitment processes are constantly reviewed to proactively encourage applicants with disabilities.
- » Diversity and Inclusion: We have a policy setting out our approach to D&I which we actively promote through a number of staff-led networks.
- » We have signed the 'Race at Work Charter'; 'Mental Health at Work Commitment'; We are currently discussing becoming a recognised Living Wage Employer with the Living Wage Foundation. We are registered with the Good Youth Employment Charter and accreditation badges will be used on adverts for entry level roles as well as our UK Year of Service adverts.
- » Health, Safety & Security: Our formal policy offers all employees safe working conditions, to ensure their personal safety and security.



## Staff Engagement

In autumn 2024 we conducted a people focus survey. There was an 81% completion rate. Highly scoring areas (over 80%) included:

- » Feeling part of a supportive team
- » Being able to balance your work and home life
- » I am treated with fairness and respect at work
- » I feel comfortable being myself at work
- » NCS makes a positive contribution to the lives of young people

Based on the 2023 survey, 11 out of 21 comparable questions had a stronger combined positive response in 2023. An action plan was proposed but not progressed due to the closure announcement.

We communicate with our employees regularly at company-wide meetings that can be accessed remotely and include company-wide updates, information about priorities, roles & responsibilities and the opportunity for questions and answers. We share news via bespoke communications. We consult with employees where there are material changes that affect their work location or any risk to their employment. In 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 Leadership team. The trust CEO hosts regular informal catch ups with groups of employees.



## Diversity and Inclusion

The past year has seen significant movement and momentum in the Equity, Diversity & Inclusion space at NCS, up until the announcement to wind down the trust in November 2024.

The rollout of module 3 'Equity, Diversity, Inclusion & Belonging' in the Leadership Development Programme and running EDI training modules across the whole trust has significantly grown awareness around key aspects of EDI in the workplace and enabled a more intentional approach to new networks, trust away day training sessions and workshops as well as building a new, dynamic EDI Strategy (internal and external) with ELT sponsorship.

There have been more opportunities to provide support and advice for senior leadership, Employee Voice Forum (EVF) and leaders across the organisation in the EDI space which has dovetailed with growing awareness through the Leadership Development Programme.

Our internal communications have improved through our collaboration with the internal communications team and the creation of a 'culture calendar'. We used our intranet for key initiatives such as the 'Equality Monitoring Survey' and the 'People Survey' as well as key engagement pieces such as videos from our internal 'This is Me' video series which showcased interviews with staff across the trust as we focus on a specific area of life where they have identified a lived experience topic to discuss within the EDI & Belonging space.

The Wellbeing Champions published a new purpose statement and strategy. It continued to be a place of support and creativity as ideas are put into action either through Employee Voice Forum (EVF) channels, policy or processes which also ran alongside communications and resources for events such as World Mental Health Week. We trained an internal individual to upgrade trainer status and therefore be an ongoing and more cost effective resource for Mental Health First Aid (MHFA) training across the trust.

A comprehensive EDI review of all people related policies and processes in every area across the people team function took place. This led to some significant changes being made in order to ensure practices and processes are accessible and equitable in how they are created, presented, utilised and approved. Key areas of review have included recruitment, reward and recognition and the People Decision Authority.

We are a 'Good Youth Charter' employer and this along with our 'Mental Health at Work Commitment' and 'Race at Work Charter' membership continued to shape our practices.

### **Developing the networks - support of existing and developing new opportunities.**

The LGBTQI+, Parenting Under 5's, and Neurodiversity Network were successful networks, and we had discussed utilizing the budget to further enable them to grow awareness and learning around key issues. A Women's Network was piloted, and interest had been shown in a 'Faith & Belief' Network and a 'Young Professionals' Network.

We continued to address gender, ethnicity and disability pay gaps across the organisation through an annual pay gap review.

## Expenditure on Consultancy

During the period 1 April 2024 to 31 March 2025, expenditure on consultancy at the trust was £104,616 (FY 23/24: £510,392).

The expenditure is primarily associated with a business continuity project that was terminated early after the closure was announced.

## Off Payroll Engagements

Table 1: Highly paid off-payroll engagements.

Table 2: All highly paid off-payroll workers engaged at any point during the year and earning £245 per day or greater.

Table 3: For any off-payroll engagements of Board members, and/or, senior officials with significant financial responsibility.

Table 1.

	As of 31 March 2025	As of 31 March 2024
For all off-payroll engagements as of 31 March 2025, for more than £245 per day and that last for longer than six months	0	0
Of which...		
# that have existed for less than one year at time of reporting.	1	0
# that have existed between one and two years at time of reporting.	0	0
# that have existed for between two and three years at time of reporting.	0	0
# that have existed for between three and four years at time of reporting.	0	0
# that have existed for four or more years at time of reporting.	0	0
Confirmation that all existing off-payroll engagements 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	N/A

Table 2.

	Year ended 31 March 2025	Year ended 31 March 2024
# of temporary off-payroll workers engaged during the year ended 31 March 2025	2	0
Of which...		
Not subject to off-payroll legislation	0	0
Subject to off-payroll legislation and determined as in-scope of IR35	2	0
Subject to off-payroll legislation and determined as out-of-scope of IR35	0	0
# of engagements reassessed for compliance or assurance purposes during the year	0	0
Of which: # of engagements that saw a change to IR35 status following review	0	0

Table 3.

	Year ended 31 March 2025	Year ended 31 March 2024
# of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	0	0
Total # 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.	On payroll: 9 Comprised of: Chair CEO COO Executive Director - Strategy & Impact Executive Director - Operations & Transformation Executive Director - Digital & Technology Executive Director - Digital Products x 2 (Job share) Executive Director - Finance	On payroll: 9 Comprised of: Chair (Outgoing) Chair (Incoming) CEO COO Executive Director - Strategy & Impact Executive Director - Operations & Transformation Executive Director - Digital & Technology Executive Director - Digital Products Executive Director - Finance

## Redundancy Payments (Subject to Audit)

There were 92 Redundancy Payments, amounting to £1,660,342 during the year. (23/24: Two totalling £20,000) Redundancy Payments during 24/25

Number of compulsory redundancies		Number of other departures agreed	Total number of Redundancy Payments by cost band
Redundancy Payment cost band	24/25 (23/24)	24/25 (23/24)	24/25 (23/24)
<£10,000	28 (-)	- (-)	28 (-)
£10,000 - £25,000	42 (-)	- (2)	42 (2)
£25,001 - £50,000	19 (-)	- (-)	19 (-)
£50,001 - £100,000	3 (-)	- (-)	3 (-)
<b>Total number of Redundancy Payments</b>	<b>92 (-)</b>	<b>- (2)</b>	<b>92 (2)</b>
<b>Total cost (£'000)</b>			<b>1,660 (20)</b>

## Fair Pay Disclosures (Subject to audit)

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median, 25th percentile and 75th percentile remuneration of the organisation's workforce. Total pay and benefits includes the employee's full-time equivalent salary, allowances, performance pay or bonuses payable and noncash benefits, but excludes pension benefits.

	2024/25	2023/24
Band of the highest-paid director's salary, bonus and benefits in kind	£135,000 to £140,000	£145,000 to £150,000
Percentage change from the previous financial year for highest-paid director	-10%	0%
25th percentile of workforce	£40,000	£37,500
Median equivalent of workforce	£50,957	£48,000
75th percentile of workforce	£66,829	£63,036
Pay ratio (Highest-paid director to 25th percentile)	3.4	3.9
Pay ratio (Highest-paid director to median)	2.7	3.1
Pay ratio (Highest-paid director to 75th percentile)	2.1	2.3
Average percentage change in salary and allowances from the previous financial year for all trust employees (excluding the highest paid director)	+5%	+1%
Remuneration range	£24,075 to £135,000	£25,000 to £150,000

Total remuneration includes salary, non-consolidated performance related pay and benefits-in-kind, but not severance payment and employer pension contributions. Neither the highest paid individual nor other trust employees received performance pay or bonuses during 24/25 (2023-24: NIL). There are no non-salary components in the total pay and benefits figures disclosed in the table above for the median, 25th percentile and 75th percentile (2023-24: NIL). Since the prior year, the 25th and 75th percentiles and median figures have remained broadly similar.

**Other Disclosures:****Compensation for Loss of Office  
(Subject to Audit)**

There was no compensation paid on early retirement nor for loss of office to any director during the year. (23/24: NIL)

**Payments to Past Directors (Subject to Audit)**

There were no payments to past directors during the year. (23/24: NIL)

**Parliamentary Accountability and  
Audit Report****Regularity of Expenditure (Subject to audit)**

In this report, the trust is required to report on the regularity of expenditure including losses and special payments in line with Managing Public Money requirements.

For the twelve month period to 31 March 2025, NCS Trust did not incur any losses (23/24: Nil) and made no special payments. (23/24: Two)

During the reporting period there are no matters to report in relation to non-IAS 37 contingent liabilities nor irregular expenditure.

Signed

A handwritten signature in black ink that reads "Michael Devlin". The signature is written in a cursive style with a large, looped 'D'.

Michael Devlin  
Interim CEO and Accounting Officer

Dated 26 June 2025

## 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 2025 under the National Citizen Service Act 2017.

The financial statements comprise the National Citizen Service Trust's

- » Statement of Financial Position as at 31 March 2025;
- » Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- » the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

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 2025 and its net operating expenditure for the year then ended; and
- » 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 (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. 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 2024*. 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.

### Modified conclusions relating to going concern

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

My evaluation of management's assessment of the entity's ability to continue to adopt the going concern basis of accounting included a consideration of the circumstances outlined in Note 1.2 of the financial statements, which explains that the services provided by the National Citizen Service Trust ceased on 31 March 2025 and that the organisation will be closed shortly thereafter.

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 management's assessment.

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

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

### Other Information

The other information comprises the information included in the Annual Report, but does not include the financial statements nor my auditor's certificate and report. 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.

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 the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the National Citizen Service Act 2017.

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

- » the parts of the Accountability Report subject to audit 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 Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

### **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 Report or 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 by the National Citizen Service Trust or returns adequate for my audit have not been received from branches not visited by my staff; or

- » I have not received all of the information and explanations I require for my audit; or
- » the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- » certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; 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:

- » maintaining proper accounting records;
- » providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- » providing the C&AG with additional information and explanations needed for his audit;
- » providing the C&AG with unrestricted access to persons within the National Citizen Service Trust from whom the auditor determines it necessary to obtain audit evidence;
- » ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error;
- » preparing financial statements which give a true and fair view, in accordance with Secretary of State directions made under the National Citizen Service Act 2017;
- » preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Secretary of State directions made under the National Citizen Service Act 2017; and

- » 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 the 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.

### **Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud**

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

### **Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud**

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- » considered the nature of the sector, control environment and operational performance including the design of the National Citizen Service Trust's accounting policies, key performance indicators and performance incentives;
- » inquired of management, the National Citizen Service Trust's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the National Citizen Service Trust's policies and procedures on:

- identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of 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 Trust's compliance with the National Citizen Service Act 2017 and Managing Public Money;
- » inquired of management, the National Citizen Service Trust's head of internal audit and those charged with governance whether:
    - they were aware of any instances of non-compliance with laws and regulations;
    - they had knowledge of any actual, suspected, or alleged fraud;
  - » discussed with the engagement team and the relevant specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the National Citizen Service Trust for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the National Citizen Service Trust's framework of authority and other legal and regulatory frameworks in which the National Citizen Service Trust operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in 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 the National Citizen Service Act 2017, Managing Public Money, employment law and tax legislation.

### Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- » I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- » I enquired of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- » I reviewed minutes of meetings of those charged with governance and the Board, and internal audit reports; and
- » I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether management's judgements on 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.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

### Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income 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.

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 I identify during my audit.

### Report

I have no observations to make on these financial statements.

**Gareth Davies**  
**Comptroller and Auditor General**

**Date** 2 July 2025

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

# Financial Statements and Notes

## Statement of Comprehensive Net Expenditure

Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

	Notes	FY 24/25 £'000	FY 23/24 £'000
<b>INCOME</b>			
Other Operating Income	3	(7)	(35)
Service User Contribution Income	3	(1,546)	(1,048)
<b>TOTAL OPERATING INCOME</b>		<b>(1,553)</b>	<b>(1,083)</b>
<b>EXPENDITURE</b>			
Other Expenditure	4	37,446	38,409
Staff Costs	5	13,564	9,647
<b>TOTAL OPERATING EXPENDITURE</b>		<b>51,010</b>	<b>48,056</b>
<b>NET OPERATING EXPENDITURE</b>		<b>49,457</b>	<b>46,973</b>
<b>Other Comprehensive Expenditure</b>		<b>-</b>	<b>-</b>
<b>COMPREHENSIVE NET EXPENDITURE FOR THE YEAR</b>		<b>49,457</b>	<b>46,973</b>

The notes on pages 77 to 85 form part of these accounts.

## Statement of Financial Position

### Statement of Financial Position at 31 March 2025

	Notes	31 March 2025 £'000	31 March 2024 £'000
<b>NON-CURRENT ASSETS</b>			
Property, Plant and Equipment	6	21	26
<b>TOTAL NON-CURRENT ASSETS</b>		<b>21</b>	<b>26</b>
<b>CURRENT ASSETS</b>			
Trade and Other Receivables	7	240	2,017
Cash and Cash Equivalents	8	7,711	8,105
<b>TOTAL CURRENT ASSETS</b>		<b>7,951</b>	<b>10,122</b>
<b>TOTAL ASSETS</b>		<b>7,972</b>	<b>10,148</b>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	9	(7,791)	(9,847)
<b>TOTAL CURRENT LIABILITIES</b>		<b>(7,791)</b>	<b>(9,847)</b>
<b>TOTAL ASSETS LESS TOTAL LIABILITIES</b>		<b>181</b>	<b>301</b>
<b>TAXPAYERS' EQUITY AND OTHER RESERVES</b>			
General Fund		181	301
<b>TOTAL TAXPAYERS' EQUITY</b>		<b>181</b>	<b>301</b>

The notes on pages 77 to 85 form part of these accounts



Michael Devlin  
Interim CEO and Accounting Officer  
National Citizen Service Trust  
Date: 26 June 2025



Harris Bokhari  
Chair  
National Citizen Service Trust  
Date: 26 June 2025

## Statement of Cash Flows

Statement of Cash Flows for the year ended  
31 March 2025

	Notes	FY 24/25 £'000	FY 23/24 £'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Net Operating Cost after Taxation</b>		<b>(49,457)</b>	<b>(46,973)</b>
Adjustments for Non-Cash Transactions	6	14	13
Other Non-Cash Movements		-	-
Trade & Other Receivables - (Increase)/Decrease	7	1,777	(1,485)
Trade and Other Payables - Increase/(Decrease)	9	(2,056)	3,411
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>		<b>(49,722)</b>	<b>(45,034)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of PPE		(9)	-
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>		<b>(9)</b>	<b>-</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Grant-in-Aid Received	2	49,337	48,420
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>		<b>49,337</b>	<b>48,420</b>
<b>NET (DECREASE) IN CASH AND CASH EQUIVALENTS IN THE YEAR</b>		<b>(394)</b>	<b>3,386</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>		<b>8,105</b>	<b>4,719</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>7,711</b>	<b>8,105</b>

The notes on pages 77 to 85 form part of these accounts

## Statement of Changes in Equity

### Statement of Changes in Taxpayers Equity for the year ended 31 March 2025

	Notes	General Fund £'000	Taxpayers' Equity £'000
<b>BALANCE AT 31 MARCH 2023</b>		<b>(1,146)</b>	<b>(1,146)</b>
Retained Surplus/(Deficit) for Year		(46,973)	<b>(46,973)</b>
Grant-in-Aid Received	2	48,420	<b>48,420</b>
<b>BALANCE AT 31 MARCH 2024</b>		<b>301</b>	<b>301</b>
Retained Surplus/(Deficit) for Year		(49,457)	<b>(49,457)</b>
Grant-in-Aid Received	2	49,337	<b>49,337</b>
<b>BALANCE AT 31 MARCH 2025</b>		<b>181</b>	<b>181</b>

The notes on pages 77 to 85 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 24/25 Government Financial Reporting Manual (FReM) issued by HMT and on the basis of the Accounts Direction issued by the Secretary of State for Culture, Media and Sport, with the approval of HMT, 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.

On 12 November 2024, the Secretary of State for the Department for Culture, Media and Sport, Lisa Nandy MP, announced in Parliament the Government's intention to wind down NCS programmes from the end of the financial year, and the NCS Trust when Parliamentary time allows.

Subsequently, Parliament has confirmed through the estimates process that NCS will not be funded to provide its programmes in 2025-26. As a result, NCS Trust ceased all provision of programmes to young people by the end of the 2024-25 year, and has commenced action to close the organisation in 2025-26.

Management therefore considers that the going concern basis of accounting is no longer appropriate, and accordingly the financial statements for 2024/25 have been prepared on a basis other than going concern, which entails:

- » Reclassification of all non-current assets and non-current liabilities as current assets and current liabilities
- » Adjusting remaining lives of all property, plant and equipment to fully depreciate them before the organisation closes on 30th June 2025
- » Providing for any liabilities arising from the decision to close the entity

No adjustments were necessary in the financial statements to reduce assets to their recoverable value or to provide for liabilities arising from this decision.

The prior year comparative figures were prepared and presented on a going concern basis and are not impacted by the change in going concern basis for the year ended 31 March 2025.

#### 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 HMT 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 NCS 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.

Management have judged that the accounting policy on grant expenditure is the most appropriate for an organisation such as the trust.

## 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

Operating income which relates to the operating activities of the trust and includes both budgetary and non-budgetary income and is recognised in accordance with the FReM and IFRS 15.

## Service User Contributions

This is income received from a parent/guardian towards a young person's attendance on a programme and is deferred at year end. The recognition of this income is based on the satisfaction of performance obligations and an assessment of when control is transferred to the customer. In the case of the trust, income is recognised in the month in which a young person attends an away from home experience.

## 1.7 Programme Expenditure

Programme expenditure is accounted for when a programme has been completed by the delivery partner.

## 1.8 Grant Expenditure

Grants payable to organisations by the trust are recognised when the criteria for a constructive obligation are met, payment is probable, values can be measured reliably and there are no conditions attached to its payment that limit its recognition.

Where grant awards have not been paid out in full at year end, an accrual is made to reflect the remaining grant payable.

Where grants are paid in advance, a prepayment is recognised and released to expenditure when the criteria for a constructive obligation are met.

## 1.9 Property, Plant and Equipment

The assets of NCS Trust are computers, leasehold improvements and other office equipment. 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 year
---------------------	-----------------------------

Computer hardware	Straight line over one year
-------------------	-----------------------------

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 with no depreciation charged in the month of disposal. 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 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 basis of Software is amortised straight line over five years with a capitalisation threshold of £1,000.

### **1.11 Cash and Cash Equivalents**

Cash and cash equivalents comprise cash in hand and demand deposits

### **1.12 Leases**

The trust occupies office space under licence agreements, which do not meet the IFRS 16 definition of a lease as no specific asset is identified. The trust has not entered into any other leases, and hence no lease disclosures are made.

### **1.13 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 and other 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.

### **1.14 Standards Issued but not yet Effective**

IFRS 17 Insurance contracts are expected to replace IFRS 4 from 1 April 2025. The scope of the standard covers insurance contracts issued and reinsurance contracts issued or held. The trust does not have any insurance contracts it recognises under IFRS 4 and does not expect to under IFRS 17.

## 2. Grant-in-Aid

	<b>FY 24/25 £'000</b>	<b>FY 23/24 £'000</b>
Received from DCMS - Revenue	49,337	48,420
<b>TOTAL</b>	<b>49,337</b>	<b>48,420</b>

## 3. Other Operating Income

	<b>FY 24/25 £'000</b>	<b>FY 23/24 £'000</b>
Other Operating Income	7	35
Service User Contribution Income	1,546	1,048
<b>TOTAL</b>	<b>1,553</b>	<b>1,083</b>

## 4. Expenditure

The operating result is stated after charging:

	<b>FY 24/25 £'000</b>	<b>FY 23/24 £'000</b>
Programme Delivery Costs	18,789	20,347
Grant Expenditure	13,537	11,228
Communication, Marketing and Media Costs	189	1,288
IT Services	2,345	2,431
Other Professional and Legal Fees	1,191	1,437
Consultancy Fees	105	510
Recruitment and Staff Development	456	111
Facilities and Office Costs	207	237
Other Expenditure	54	257
Travel and Subsistence	421	404
External Auditor's Remuneration for Audit Work*	85	85
Internal Audit	53	61
Depreciation	14	13
<b>TOTAL</b>	<b>37,446</b>	<b>38,409</b>

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

## 5. Staff Costs

	Permanently Employed Staff £'000	Contract & Agency Staff £'000	FY 24/25 £'000	FY 23/24 £'000
Wages and Salaries (including performance related pay)	8,726	212	8,938	8,185
Pension Costs	528	-	528	524
Social Security Costs	972	-	972	938
Redundancy Costs	3,126	-	3,126	-
<b>TOTAL STAFF COSTS</b>	<b>13,352</b>	<b>212</b>	<b>13,564</b>	<b>9,647</b>

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
<b>COST OR VALUATION</b>			
<b>AT 01 APRIL 2024</b>	<b>656</b>	<b>153</b>	<b>809</b>
Additions	-	9	9
Disposals	-	-	-
<b>AT 31 MARCH 2025</b>	<b>656</b>	<b>162</b>	<b>818</b>
<b>DEPRECIATION</b>			
<b>AT 01 APRIL 2024</b>	<b>(656)</b>	<b>(127)</b>	<b>(783)</b>
Charged in Year	-	(14)	(14)
<b>AT 31 MARCH 2025</b>	<b>(656)</b>	<b>(141)</b>	<b>(797)</b>
<b>NET BOOK VALUE AT 31 MARCH 2024</b>	<b>-</b>	<b>26</b>	<b>26</b>
<b>NET BOOK VALUE AT 31 MARCH 2025</b>	<b>-</b>	<b>21</b>	<b>21</b>
<b>ASSET FINANCING</b>			
Owned	-	21	21
<b>NET BOOK VALUE AT 31 MARCH 2025</b>	<b>-</b>	<b>21</b>	<b>21</b>

## 7. Trade and Other Receivables

	<b>FY 24/25</b> <b>£'000</b>	<b>FY 23/24</b> <b>£'000</b>
Trade Receivables	23	8
Other Receivables	17	588
Prepayments	163	1,397
Accrued Income	37	24
<b>TOTAL</b>	<b>240</b>	<b>2,017</b>

## 8. Cash and Cash Equivalents

	£'000
<b>BALANCE AT 01 APRIL 2023</b>	<b>4,719</b>
Net Change in Cash and Cash Equivalents	3,386
<b>BALANCE AT 31 MARCH 2024</b>	<b>8,105</b>
Net Change in Cash and Cash Equivalents	(394)
<b>BALANCE AT 31 MARCH 2025</b>	<b>7,711</b>
<b>CASH AND CASH EQUIVALENTS</b>	
Government banking service	6
Commercial bank accounts	7,705
<b>TOTAL</b>	<b>7,711</b>

## 9. Trade and Other Payables

	FY 24/25 £'000	FY 23/24 £'000
<b>AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
Trade Payables	662	329
Other Payables	55	699
VAT Payables	-	-
Taxation and Social Security	308	265
Accruals	6,766	7,340
Deferred Income*	-	1,214
<b>TOTAL</b>	<b>7,791</b>	<b>9,847</b>

\* The amount of £1.214m included in deferred income as at 31 March 2024 has been recognised as revenue in 24/25 (23-24: £0.173m). There is no deferred income for 24/25 due to the decision to wind down the trust by the end of June 2025.

## 10. Financial Instruments

The basic financial instruments of the trust 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 Risk

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.

## 10.1 Financial Assets

	31 March 2025 £'000	31 March 2024 £'000
Trade and Other Receivables	40	596
Cash and Cash Equivalents	7,711	8,105
<b>TOTAL</b>	<b>7,751</b>	<b>8,701</b>

## 10.2 Financial Liabilities

	31 March 2025 £'000	31 March 2024 £'000
Trade and Other Payables	717	1,028
<b>TOTAL</b>	<b>717</b>	<b>1,028</b>

## 11. Other Financial Commitments

	31 March 2025 £'000	31 March 2024 £'000
Financial commitment obligations comprise:		
<b>SALESFORCE LICENCES</b>		
Not later than one year	75	1,420
Later than one year and not later than five years	-	1,065
Later than five years	-	-
<b>PROVIDERS</b>		
Not later than one year	-	16,440
Later than one year and not later than five years	-	-
Later than five years	-	-
<b>GRANTS</b>		
Not later than one year	-	11,374
Later than one year and not later than five years	-	-
Later than five years	-	-
<b>TOTAL</b>	<b>75</b>	<b>30,299</b>

The financial commitment for providers relates to contractual payments due to delivery partners who facilitate the NCS experiences on behalf of the trust.

The Salesforce licences commitment relates to a software as a service product and does not result in a capital asset being recognised by the trust.

The grants commitment is for awards made by the trust but which have not yet been recognised as expenditure under the grant expenditure recognition policy.

### 12. Capital Commitments

As at 31 March 2025, NCS Trust had no capital commitments (23/24: NIL).

### 13. Contingent Liabilities

As at 31 March 2025, NCS Trust had no contingent liabilities (23/24: NIL).

### 14. Related Party Transactions

NCS Trust is an arm's length body whose sponsor department is DCMS. In the year ended 31 March 2025, NCS Trust had various material transactions with DCMS, HMRC, and Department for Health and Social Care and immaterial transactions with other government bodies including Cabinet Office.

Details of payments to the ELT team can be found in the Remuneration Report in the Accountability Report.

No Minister, board member, nor other related parties have undertaken any material transactions with the trust during the year.

### 15. Events after the Reporting Period

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

The trust has voted to surrender the Royal Charter.

All remaining staff will be made redundant on 30th June 2025 when the trust will close.

Any remaining assets and liabilities will be transferred to DCMS on 30th June 2025.

