



# INTERIM BUSINESS PLAN

December 2018 - March 2019



# **NATIONAL CITIZEN SERVICE TRUST**

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Presented to Parliament pursuant to Section 5 and Section 12 of the  
National Citizen Service Act 2017

Laid before Parliament 31st January 2019 under the statutory obligation.





## CONTENTS

- 2 Foreword
- 3 Who we are & what we do
- 4 Aims & objectives

National Citizen Service Trust is a not-for-profit organisation incorporated by Royal Charter and established to shape, support, champion and lead a thriving National Citizen Service. National Citizen Service Trust is registered in England and Wales with Royal Charter Body number RC000894.

Our registered office is at: The Pembroke Building, Kensington Village, Avonmore Road, London, W14 8DG.



## FOREWORD

This is an unusual report, covering just four months until the end of the financial year 2018/19. But it marks an important moment for NCS Trust as a new Royal Charter Body, launched on the 1st of December, 2018.

This new Royal Charter body, and the associated National Citizen Service Act, is one of many great achievements of NCS's first decade. In the ten years since the first pilot programmes in 2009, NCS has supported almost 500,000 young people from different backgrounds to come together in common purpose and forge a better future for themselves and for their communities. This has been made possible by the passion and purpose of thousands of people working at our country's amazing youth organisations who partner with NCS.

At NCS, we are looking forward to the next decade. In 2019, an organisation that seeks to unleash the potential of all our young people and bridge the divides between us is more important than ever. That's why we are continuing to develop NCS so it can become a rite of passage for all our young people, and a new Royal Charter body dedicated to the next generation.

Our new Board and the NCS team are working together to achieve this, and we look forward to updating you further in the full year 2019/20 Business Plan and in our Annual Report.

A handwritten signature in black ink, appearing to read "Michael Lynas".

Michael Lynas  
*Chief Executive*

A handwritten signature in black ink, appearing to read "Brett Wigdortz".

Brett Wigdortz  
*Chair of the Board*



## WHO WE ARE & WHAT WE DO

National Citizen Service (NCS) is the country’s flagship youth programme for 16-17 year olds, bringing young people from different backgrounds together at a pivotal moment in their lives to improve social mobility, social cohesion and civic engagement in our country.

- **Vision:** A more cohesive, mobile and engaged society
- **Mission:** NCS becomes a rite of passage that is a normal part of growing up; connecting, equipping and empowering generations of young people

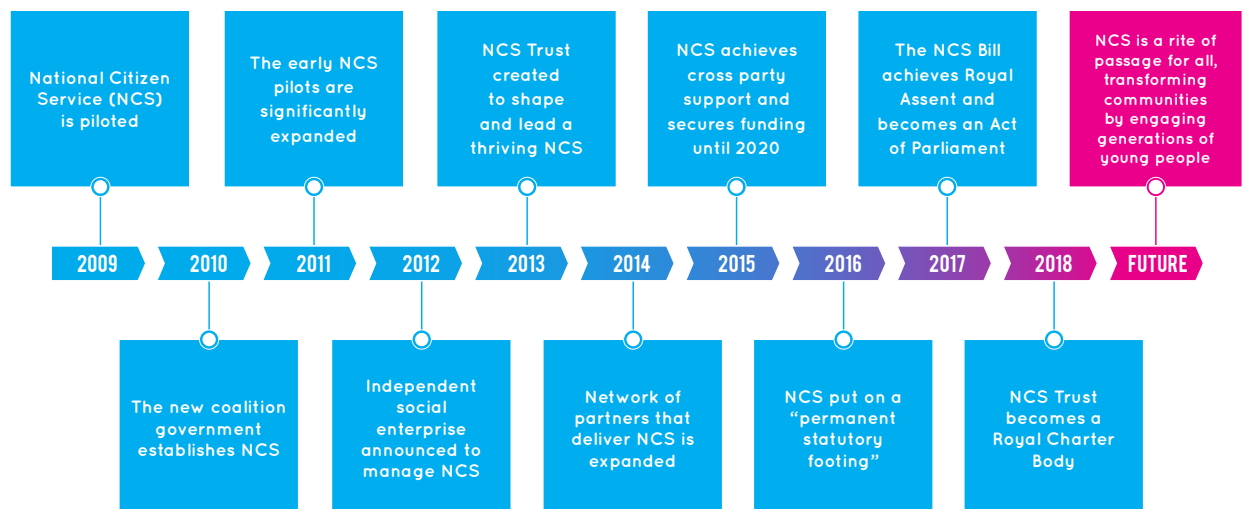
Further information about NCS and NCS Trust can be found on our website: [ncsy.es.co.uk](http://ncsy.es.co.uk)

### Our Programme

NCS brings young people together in common purpose for an experience which challenges, motivates and inspires them. Each team designs and delivers their own social action project – building confidence in what they can achieve, and creating bridges across social divides and ladders to opportunity in the process. NCS is a unique chance for teenagers to live away from home, develop key life skills and interact with other young people from different backgrounds.

During the programme, NCS participants take part in outdoor activities, learn new skills, meet local charities and entrepreneurs and, finally, commit 30 hours to a social action project in the local community. In the long term, NCS graduates across the country have exclusive access to work and volunteering opportunities. NCS takes place outside of term time. The summer programme takes four weeks to complete, with breaks in between, and there is a shorter two-week version of NCS in the autumn and spring. NCS is delivered by a family of over a hundred grassroots organisations, each with unique local expertise and a passion for inspiring young people. The programme is funded by the Government, which ensures no one is prevented from taking part for financial reasons. To date, almost 500,000 young people have taken part in NCS.

### The NCS Story





### Our Scale & Reach

- By its 10th year, nearly half a million young people have taken part in NCS
- Currently, nearly 1 in 6 of the eligible cohort of young people participate in NCS
- NCS is a programme for everyone - 16% of participants are eligible for Free School Meals, compared to 12% nationally
- NCS participants are diverse - for example, 29% of participants are BAME, vs 18% nationally

### Proven Impact and Value for Money

- Every £1 spent on NCS returns between £1.15 and £2.42 of benefit back to society (National Citizen Service 2016 Evaluation, DCMS)
- NCS participants have contributed over 12 million hours of volunteering
- Thousands of young people stay involved with NCS extension activities, gaining work experience opportunities, carrying out social action projects, and supporting the programme

### Delivered through a Network of Diverse and Locally Embedded Organisations

- 3 in 4 NCS places are delivered by youth organisations including youth clubs, with the remaining 1 in 4 places delivered by organisations including schools, councils, and sports clubs - there are over 100 organisations involved

## AIMS & OBJECTIVES

### Strategic Pillars

- **Continued and sustainable growth**  
During its 2009 pilot programmes, 158 people took part in NCS. By 2018, nearly 500,000 young people have taken part; an extraordinary trajectory. Our strategy and business plans lay out an ambitious growth path so that every year, more and more young people can experience NCS and all it has to offer. NCS targeted participation of 100k in 2018.
- **Improved programme quality & impact**  
Every year, we hear from participants who not only had a brilliant few weeks on programme, but who feel that their prospects, their relationships and their lives have been changed for the better. We are also proud of our excellent safety and safeguarding track record. We believe there is so much more we can still do, which is why our strategy lays out objectives for broadening the programme, improving its consistency, and ensuring that opportunities for further impact are available to all our graduates.
- **Lower unit cost and higher value for money**  
Our unit cost to the taxpayer has decreased consistently as we scale, and we have set ourselves ambitious targets to continue this trajectory. Recommissioning our contracts will help to ensure great value over the next five years, and we continue to optimise costs at the Trust. We are developing partnerships that will allow us to offer high-quality content to our participants, as well as excellent value for money to the taxpayer. Further information regarding our funding envelope and spending can be found on our website.





- An expanded network of diverse partners**  
 NCS partners with over 100 charities, football clubs, local councils, schools and colleges to deliver the programme to young people; we believe that a diverse, locally embedded network of organisations is best placed to deliver a high-quality programme to the broadest spectrum of young people. Through our Recommissioning programme, we are inviting more organisations than ever before the opportunity to bid to become part of our network.
- An independent, accountable organisation with broad support**  
 Though NCS is now well known amongst 16-17 year olds, our ambition has always been to become a household name; part of the fabric of British society. The NCS Act of 2017 and Royal Charter Status advance us towards this goal, and also ensure that we are transparent, independent and accountable - and, through this, better placed to serve the country.
- Organisational health**  
 As the programme and network grow year on year, and improvements to the programme and ways of working are rolled out, it is imperative that the Trust is able to effectively enable this from its central position. We are investing in software improvements to ensure quality data, continuing to optimise our internal processes, and ensuring that our people are supported to develop and do their best work for NCS.

**2018/19 Objectives & Activities**

NCS Trust is funded by the Department for Digital, Culture, Media and Sport, who, alongside our Board, hold the Trust to account for its performance. Annual targets and results are fully described in our Annual Reports, and will also be included in our full business plan for financial year 2019/2020.

	Priority Activities December 2018 - March 2019
Continued & Sustainable Growth	<ul style="list-style-type: none"> <li>• Manage network, marketing and other activities to deliver a successful recruitment period in advance of Summer 2019 programmes</li> <li>• Release further updates and improvements to our new single website, supporting increased online conversion to Sign Up</li> <li>• Work with schools to recruit Young People to the programme, including through an expanded School Coordinator pilot</li> <li>• Use the tools we have invested in, and the intelligence we have gained, to better understand the attitudinal segmentation of our market, to identify the drivers of, and barriers to, participation in NCS</li> </ul>
Improved Programme Quality & Impact	<ul style="list-style-type: none"> <li>• Continue to put safety &amp; safeguarding first in all programmes we oversee</li> <li>• Complete and begin to embed our new Quality Framework, which will guide providers and improve the consistency of the NCS programme across the country</li> <li>• Deliver a comprehensive qualitative study of NCS, talking to participants, parents and guardians, and programme staff</li> <li>• Develop pilots to test programme choice and variation in Summer 2019</li> <li>• Deliver an updated Extension strategy, to ensure that our impact continues beyond the period of the core programme</li> </ul>



<p><b>Lower Unit Cost &amp; Higher Value for Money</b></p>	<ul style="list-style-type: none"> <li>• Build the platform to support the needs of a Royal Charter Body, and the additional complexity and volume post-Recommissioning - including updated processes, and new analysis and reporting to further strengthen financial control</li> <li>• Work towards the procurement of a new set of network contracts under recommissioning, to deliver better value, greater consistency, improved transparency, and lower unit cost</li> </ul>
<p><b>An Expanded Network of Diverse Partners</b></p>	<ul style="list-style-type: none"> <li>• Manage the tender process for our new network of partners; ensuring that a diverse, locally-embedded array of organisations becomes part of NCS for delivery from 2020</li> <li>• Develop and improve the information services we provide to support new providers to join the network in as simple and straightforward a way as possible, whilst protecting the information of young people</li> </ul>
<p><b>An Independent, Accountable Organisation with Broad Support</b></p>	<ul style="list-style-type: none"> <li>• Continue to embed the changes which arise as part of our Transfer to Royal Charter, in particular: <ul style="list-style-type: none"> <li>- Supporting our new Chair and Board in their roles governing NCS Trust</li> <li>- Embedding the process and transparency changes necessitated by our new status</li> <li>- Continue to build awareness of NCS within and beyond our core audiences</li> </ul> </li> </ul>
<p><b>Organisational Health</b></p>	<ul style="list-style-type: none"> <li>• Complete the successful launch of our new Salesforce platform, to enable improved data management and quality, both for the Trust and throughout the network</li> <li>• Develop detailed plans for Trust mobilisation, as part of the Recommissioning programme</li> </ul>

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