

NATIONAL CITIZEN SERVICE TRUST

Minutes of a meeting of the Board of Directors held at 1 Victoria Street on Thursday 1 December 2022 between 15:00 and 18:00

Present: Brett Wigdortz (Chair) Mark Gifford (CEO)
 Lamin Tarawally (Youth Rep) Ndidi Okezie
 Jacquie Nnochiri Hannah McLellan
 Deborah Tavana Tristram Mayhew
 Darren Xiberras Ian Livingstone
 Amanda Timberg Ashley Summerfield
 Laura Jackson (Government
 Representative - observer)

In attendance: Lizzie Hanna Sarah Knight (Secretary)
 Michael Devlin Adrian Ruddock
 Hannah Stoddart Amanda Best

Apologies Nick Hurd

1 Welcome and declaration of conflict of interests

- 1.1** Mr Wigdortz welcomed the Board members to the meeting. No conflicts of interest were declared.

2 Regular governance

- 2.2** 22nd September 2022 minutes for approval: The Board minutes from 22 September 2022 were approved. Ms Timberg had a minor comment about the Safeguarding Committee minutes from 17th May which had been presented for noting and it was agreed these would be re-signed subject to an amendment being made. The Board would have sight of the re-approved minutes at its meeting on 26th January 2023.

- 2.3** Action log: The action log was noted. The single open action, regarding recruiting external advisory ARC member(s), was discussed and it was agreed that this should be closed as soon as possible, ideally prior to the next Board meeting.

2.4 Action: minor amendment to be made to May 2022 Safeguarding minutes and minutes re-circulated

2.5 Updates from Committee Chairs (verbal):

- ARC: Mr Xiberras shared that progress was being made on the Annual Report and Financial Statements, which were due to be laid before Parliament later this month.
- Impact: Ms Nnochiri reported that the recent Committee had heard interim findings from the evaluation of Summer 2022 programmes, noting that 86% had found programmes very worthwhile. Further work was being undertaken via a Feasibility Study to further improve the evaluation of NCS and assess

outcomes going forward.

- People: Mr Summerfield updated that the People Committee had ratified numerous core people-related policies including the Whistleblowing policy, had heard first-hand from NCST People and was confident that the workforce were in a healthy place and people related issues were being well managed. Ms Tavara was recommended as new Chair of the People Committee replacing Mr Summerfield and this was approved.
- Safeguarding: Mr Mayhew noted that the Safeguarding Committee had seen statistics for the Summer programmes and was due to see an overview of Autumn performance shortly. The Committee had heard first hand from a delivery partner about their experience and would also speak to the Trust's incident management partner independently to learn more about their role in the immediate aftermath of a serious issue. He was confident that processes were working well, and that the Committee was being given appropriate assurance.
- Youth Voice Forum: Mr Tarawally and Ms McLellan updated that the new Youth Advisory Board would reduce the Youth Voice Forum from c. 40 individuals to c. 8-12 who would also be remunerated to incentivise their participation and compensate their time fairly. This would help to ensure that youth voice representatives were committed and engaged. Jess Evans had been successful in succeeding Helen McLellan as new co-Chair of the Advisory Board and would be starting on 5th December.

Ms Knight also noted that Mr Tarawally would step down from the Safeguarding Committee while Ms Evans would join the Safeguarding Committee. Mr Tarawally would remain on the Impact Committee. The Trust had accepted a new apprentice through the "Boardroom Apprentice" scheme with a launch event scheduled on 9th December. It was also noted that Ms Perera had resigned from her post as external advisory member of the Impact Committee.

3 Risk Appetite

- 3.1** The Risk Appetite Statement was presented as tabled. This had already been tabled at the 15th August ARC and returned to the 12th October ARC. The risk appetite statement had been benchmarked against Government guidance and other best practice guidelines. The Board's approval of the statement was requested and granted. In response to some reservations about limitations that the risk appetite may cause, Ms Jackson, Government Representative, remarked that a robust risk appetite, and the ability to operate in an agile way, were not mutually exclusive but could allow significant impact. Mr Xiberras agreed that in his experience to date, the Trust had not been limited by its risk appetite, which should be thought of in the context of risk as well as opportunity.

4 CEO update

- 4.1** Management Report Mr Gifford gave a short update on procurement and risk, before giving an overview on Autumn performance and employee consultation including key statistics. A leadership day earlier in the week had provided a similar overview while uniting employees around objectives and priorities for the year ahead.
- 4.2** 2023 scene setting Mr Gifford provided a presentation introducing the subsequent session, recapping the NCST Strategy from 2023 onwards, progress to date and key challenges and opportunities. Discussion themes centred around:
- The macroeconomic environment and need for ongoing cost and headcount

control combined with strengthened governance and decision making processes.

- The diversification of the Trust's service portfolio while retaining impact (current and future services are not "like for like" and new service lines will be robustly evaluated in their own right), together with the trade-offs that have been, and need to continue to be, involved to react to the Trust's changing environment. It was recognised that there was anecdotal value added in areas that were not yet fully understood and tapping into this should be a priority.
- A discussion explored what it means to have "done" NCS in the context of the new, bespoke service portfolio and Theory of Change, and how activities laddered up to the "work ready and world ready" statement. Flexibility was positive but clear frameworks, and a clear customer journey, were key to helping young people to engage. Options around accreditation around the programme and the use of skills frameworks were also discussed.
- The evolving needs of young people and how the NCS offering reacts to those needs.
- The importance of targeting harder-to-reach young people and priority geographies for certain areas of the service offering without stigmatisation and while retaining social cohesion.
- The mindset shift involved in moving away from a single programme to a broader hybrid service offering including income generation and grant funding. This included other organisations that had had a similar strategic shift, and the extent to which NCS could be benchmarked against these organisations. Other industry / functional comparators such as L&D had moved from a more 'menu driven' approach to a 'needs driven', diagnostic and choice-based approach, suggesting that NCST was moving in a positive direction which reflected the needs of young people and the wider operating environment.
- A suggested "NCS Elevator Pitch" and the extent to which this resonated with Board members.
- Income generation as a key theme for NCS Trust in 2023.

5 "Bringing it to life" - Strategy "expo"

5.1 Leads for the key Trust service lines from 2023 - residential, community, and digital - gave breakout presentations to help board members better understand what these service lines would look like from 2023 onwards.

5.2 Action: NCST to share how it is reporting community "experiences" consistently with the Board

6 NED only session:

A tabled discussion around Board effectiveness and succession was postponed to the 26th January Board meeting due to a lack of time. Mr Summerfield gave a synopsis of Mr Gifford's performance appraisal which would be circulated to the People and Remuneration Committee in due course.

The next Board meeting is scheduled for 26 January 2023

The meeting closed at 18:15

These minutes were approved as a correct and complete record of the proceedings by the Committee/board at its meeting on 26 January 2023 and signed by the Chair as authentication.

A handwritten signature in black ink that reads "Brett Wigstork". The signature is written in a cursive style with a long, sweeping tail on the letter 'k'.

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Chair