

NATIONAL CITIZEN SERVICE TRUST

Minutes of a meeting of the board of directors held at the Pembroke Building, Kensington Village,
London at 8:00 am on Wednesday 11 September 2019

Present:	Brett Wigdortz (Chairman) Paul Cleal Ashley Summerfield Ian Livingstone Tristram Mayhew Nddi Okezie*	Michael Lynas (CEO) Dame Julia Cleverdon Flick Drummond John Maltby Lord Iain McNicol
	Sarah Knight (Secretary)	Jermain Jackman (Youth representative)
Apologies:	Dame Sally Coates	
In attendance (Items 3 and 4)		
<i>NCS Trust</i>	Simon Sharkey Woods Alan Bowers (+item 1 and 2) Simon Woods (+item 5) Louise Knight	Amanda Best** Miriam Jordan Keane John Enstone Naim Moukarzel
<i>Young people</i>	Hannah McLellan Benita Umurera Alisha Kassam	Max Barnett Harrison Burns

*by teleconference

**deputising for John Kerslake

1. Welcome and declarations of conflicts of interest

- 1.1 Mr Wigdortz welcomed the board members to the meeting. Dame Julia Cleverdon declared that she had recently joined the Youth Futures foundation which is investing in youth unemployment, and this was recorded.

Board members who had been on summer visits reported positive experiences. Constructive feedback was also given; smooth information dissemination through the network, better social mixing, and improvements to the social action phase were key topics discussed.

Mr Bowers, the new CFO, and Ms Knight, the Acting Company Secretary of NCS Trust, were introduced.

2. Management Reporting

- 2.1 Management report - for noting - Mr Lynas thanked the board for their comments, and referred to the new 2.0 model that, together with an improved Trust regional presence, would help to support the programme and information flow "on the ground", while incentivising improved social mixing, leaner operations, better value for money, and

board, executive and young people for their time in Liverpool earlier in the year to discuss the Trust's long term strategy, and introduced the strategy presentation. He particularly emphasised the Trust's focus on character and social cohesion, and that the new vision, mission and ambition are helping to draw alignment around the fundamental purpose of NCS Trust.

Programme variation and the participant age range were highlighted as the key strategic areas of focus of recent months. It was noted that underpinning the programme is a focus on thought leadership and expertise had been also been included as a key foundation of the future strategy. It was noted that residential opportunities were crucial to the success and impact of these strategic focus areas, together with social action that continued beyond the programme, a common core curriculum, facilitation of difficult / sensitive discussions on programme, inclusion and national mixing.

There was broad agreement among the directors that ongoing community service post-programme was crucial and needed to be measured. It was noted that every local authority would have a local action group which would help to facilitate this, and providers were contractually obliged to ensure at least 10% of graduates remained engaged with NCS.

The Young people noted that the quality of social action on the programme, particularly ensuring Young people had the opportunity to choose their own projects, was crucial. The executive agreed with this and noted this was a key part of the NCS 2.0 curriculum, where better local links including with businesses could be leveraged. Young people also noted that it would be helpful to have social action embedded in the programme from the first week, to build up momentum throughout the programme. The executive noted that this was also an important part of the future curriculum design.

It was suggested that a more strategic structure could be built around social action, putting the priorities of young people at its heart. Mr Jackman added that he was already looking at how to embed the voice of young people into NCS at all levels, and various thoughts and ideas were offered by those present, which were noted by the executive team. Dame Julia Cleverdon noted that NCS should be seen as a thought leader on youth voice and social action.

The Young people raised that regional variation in NCS across the country means that Young people do not always know 'what to expect'. Centralising accommodation would be key in helping to drive up minimum standards, and ensuring that expectations could be managed. It was raised that social action was not advertised as part of the school assemblies (only the residential was highlighted), which contributed to the issue. This would be addressed in the new recruitment campaign for next summer.

It was noted that stronger relations with DfE, and increased embeddedness with schools, were crucial to achieving the Trust's ambitions. It was suggested that work focussed on character was a key opportunity, as NCS delivers a solution around soft skills and "the lessons you don't learn in class". The importance of engaging Ofsted in this narrative was discussed.

Robust engagement of headteachers and school networks was highlighted as just as important as DfE engagement. It was noted that a useful roundtable had taken place with some heads of independent schools, and further engagement was also in the pipeline. The board's support with further such opportunities would be helpful.

Action: Louise Knight to send 12 charters to the board once finalised, and ensure that the board is circulated a copy of the slides.

- 6.4 Verbal update on action log - all actions were complete
- 6.5 Verbal update on Annual report and upcoming Committee meetings - the board were notified that conflicts of interest and committee attendance would be published in the annual report. It was also noted that committee dates for 2020 would be circulated in due course.

7. Any other business

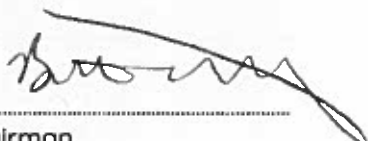
- 7.1 Mr Lynas informed the board that he had told Mr Wigdortz and Mr Summerfield of his intention to step down as CEO in 2020. He wanted to support a good succession and transition and would remain as CEO for as long as the board needed to recruit his successor. The board suggested that Mr Lynas continued in a different capacity as NCS Trust's Founder and Patron, which he agreed. He thanked the board members for their support and reconfirmed his passion and commitment to the programme. Mr Wigdortz and the board congratulated Mr Lynas and thanked him for his service. The board agreed to set up a succession committee to manage Mr Lynas' departure and replacement. Ms Knight would provide the secretariat to this committee.

8. Private session for the non-executive directors

- 8.1 A private session of the non-executive directors took place.

The meeting closed at 12:00 pm.

These minutes were approved as a correct and complete record of the proceedings by the board at its meeting on 11 December 2019 and signed by the chairman as authentication.



Chairman