

NYA

National Youth Agency

Our Strategic Plan

2020 to 2025



The National Youth Agency (NYA) is the national body for youth work in England.



Who we are

NYA Today

We have been raising awareness and championing the importance of the Youth sector for over 50 years, and our role has never been more important. Since 2019 we have been successful in securing government funding to maintain our core professional, statutory and regulatory (PSRB) functions and sector quality standards; and have successfully secured other diverse funding to deliver programmes which support our wider charitable mission; to transform the lives of young people through quality youth work.

As the national body for youth work, NYA is responsible for quality assurance and compliance for all JNC recognised programmes in the country through its Education Training Standards committee, and more widely in the UK through JETS. This includes programmes at all levels (2 – 6). Ensuring all programmes adequately reflect the national occupational standard, and that there is professional standardisation across the field, is a unique responsibility that provides NYA with a detailed insight into what works in the sector.

NYA holds a unique position within the sector, offering guidance, support, advice, training, and staff development for youth workers and youthwork organisations. We deliver training both face-to-face and through our online learning Academy, a collaborative learning space dedicated to training and development in the youth work sector. Our team of Youth Work Specialists are experienced youth workers and teaching staff, and are well placed to support professional development of staff teams and individuals.

We provide essential guidance, resources and support for youth work, to youth services and youth sector organisations. This includes;

- Our dedicated Covid-19 guidance, which has supported the sector to continue its crucial work during 2020
- The **National Youth Work Curriculum**, which enables greater understanding of youth work practice, providing an educational framework and reference tool;
- Our **Research Hub** has published valuable reports to inform the sector's operational and strategic development, including advocacy and influence with government and commissioners.

Our programmes include the award winning, Go Think Big. Delivered in partnership with O2 this innovative online platform helps young people to get the skills and experience they need to move forward in their careers, education and lives with the confidence to succeed.

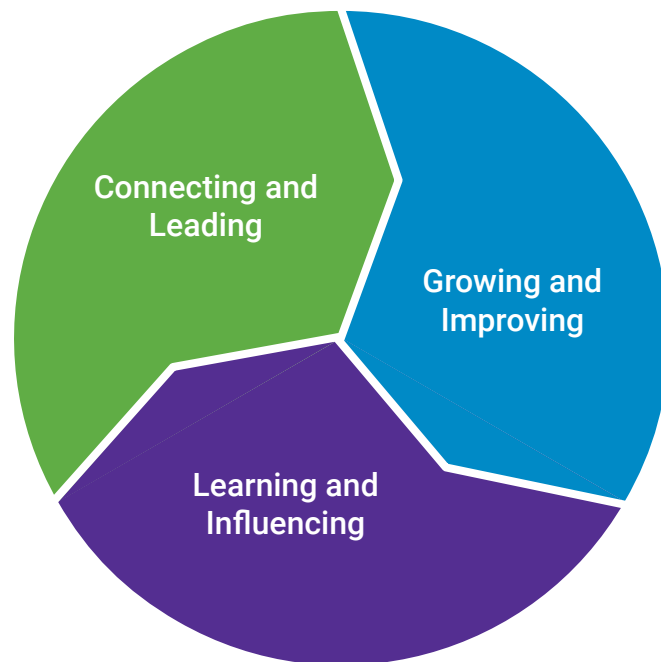


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Our strategic goals



Impact & Theory of Change

Young people's worlds today are complex; full of ever changing opportunities and challenges. We work with young people and the organisations and people that support them to ensure their needs are met through high quality youth work, an evolving needs analysis and constant evaluation. We help transform the lives of young people through the power of youth work.



This is our Theory of Change. A simple stepped approach to demonstrate that our work ultimately provides better youth work and services, which in turn provide better outcomes for young people. This is our 'plan, do, assess and review' approach that makes sure we are delivering against our mission and making the difference we are here to deliver. It aims to stretch our ambitions and support our decision making in where we should concentrate our resources. Through this we also build our case for youth work and share best practice, fostering identity and strength across the workforce. The outcomes are those set in the Centre for Youth Impact's Outcomes Framework 2018. They align to the NYA needs for young people cycle and to the Youth Covenant – a pledge to young people.

Vision & Mission

Vision
All young people can access and benefit from high quality youth work

Mission
Transforming the lives of young people through the power of youth work

NYA Objectives

Connecting and Leading

Growing and Improving

Learning and Influencing

Mechanisms of change

Set qualifications, standards and provide tools to measure quality youth work

Develop and deliver accessible training for those supporting young people through youth work

Deliver compelling evidence for impact and need for youth work and influence

Act as an agent of social change to secure and share resources

Lead an influential civil society youth network

Develop and deliver impactful opportunities for young people

Impact for sector

Trained workers delivering safe and effective practice

High quality services for young people built on young peoples needs

Support and resources for youth organisations to deliver high quality services

Supply chain programmes bring resource to areas and test innovation

Impact for young people

Self-management
Resilience
Self-control
Perseverance/Grit

Self-awareness
Self-efficacy
Self-esteem
Emotional literacy

Social awareness
Empathy • Compassion

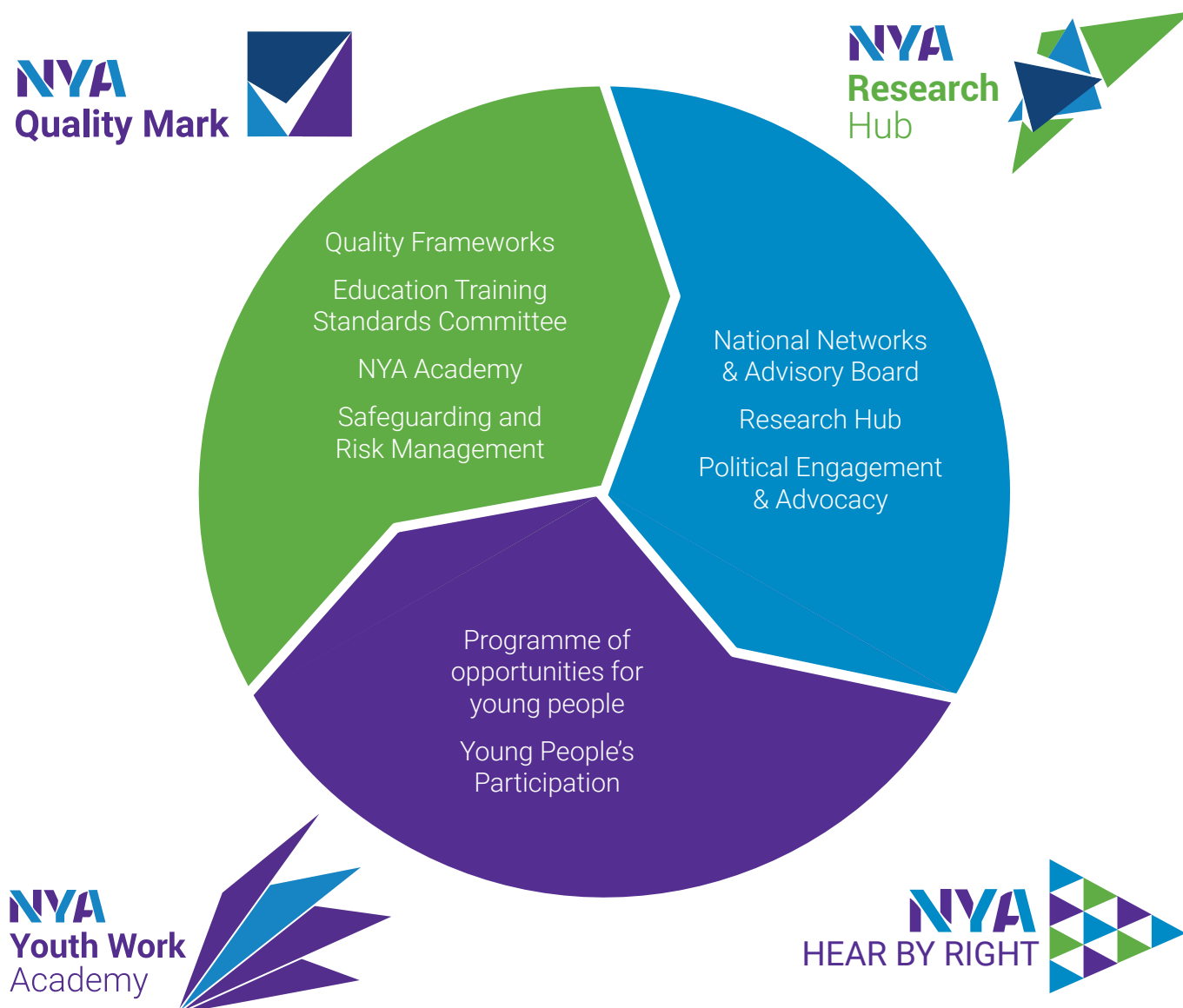
Relationship skills
Communication
Teamwork • Leadership

Responsible decision making
Critical thinking
Solving problems
Goal-setting

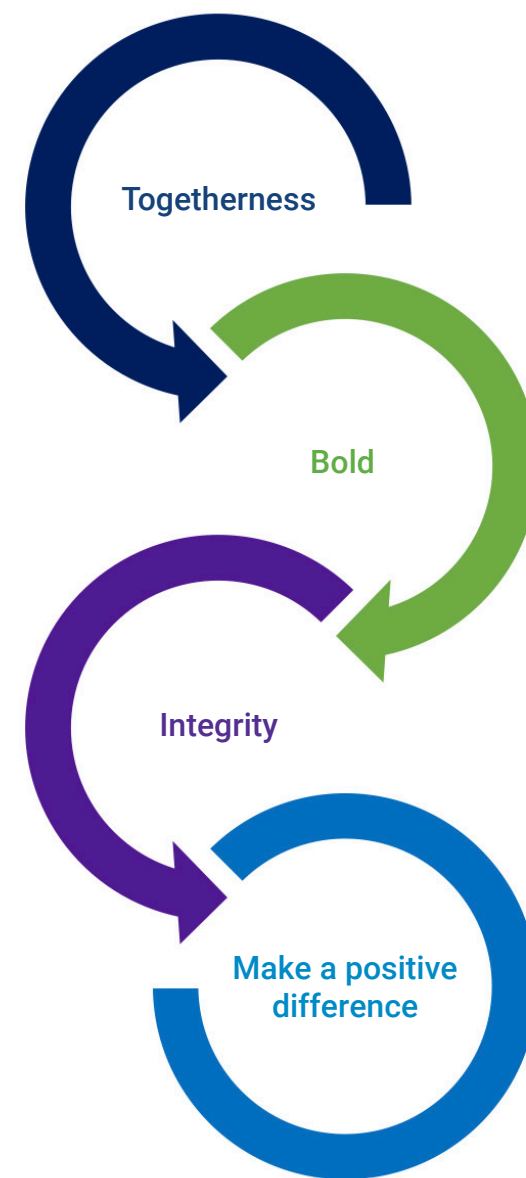
How we do it – Through our values

Togetherness • Bold • Integrity • Make a positive difference

Our activities and offer



Our values



Balanced score card – What we aim to achieve

Mission: Transform the lives of young people through the power of youth work

Connecting and Leading | Growing and Improving | Learning and Influencing

Stakeholders To succeed, what must we achieve?	Be respected and trusted as the leading youth work organisation				
	Create Impactful Youth Work Opportunities for Young People	Set standards and provide tools for quality youth work	Secure and share resources for youth work	Deliver compelling evidence of the impact and need for youth work	Lead through learning from youth work
Competencies What do we need to excel?	Capable and confident to deliver transformation				
	Digitally and technologically equipped	Powered by data and insight	Driving youth work policy and practice	Innovative and efficient with robust governance	Connecting people through youth work
People Where do we need to develop human capital?	Growing talent to ensure outstanding leadership and delivery				
	Increased diversity and perspectives of the sector	Enterprising and commercially successful	Confident and empowered to get our message across	Whole team connected to our mission and purpose	Leadership and determination to succeed
Resources How do we ensure we are resourced well?	Ambitious to scale up the work we do for young people and youth work				
	Talent: To pivot to new directions	Diversified funding: Growing our income	Relationships: Convening, globally, nationally and connecting locally	Hear by Right: Insight from young people's lived experience	Infrastructure: Digital technology

Stakeholders

Objective 1

Create Impactful Youth Work Opportunities for Young People

Indicators – can you track results?

Lead – en route to developing

Young people able to access developmental learning opportunities through youth work

Lag – know it's been achieved

All young people who need support have access to a trained youth worker

Target

- Develop youth work practice models in 5 related sectors
- 20% of service users are vulnerable young people – reviewed annually
- Youth participation is representative of the communities in which we work (reflects the national demographics).

Impact (Why?)

NYA's will support young people's access to developmental opportunities, increasing our positive impact on young people's lives -

- a) Where we provide scale and reach that cannot be achieved through local delivery.
- b) Where we can work with the consent of or partnerships with local orgs for delivery contracts; modelling and promoting good youth work; building capacity to draw in funds to work with others in local areas, scaled up nationally.

Initiatives

- Youth Work Practice Models – working with specialists in related sectors (e.g. youth justice, education, social care, mental health and others) to embed youth work practice in all interactions with young people.
- Work in partnership with the sector to define and design a successor, youth work lead opportunity platform to Go Think Big.
- Build our Youth Engagement functions to make sure that young peoples' voices are at the heart of everything that we do.
- Build our network of Young Researchers, to ensure a team of trained and supported young people, have the opportunity to contribute to our consultations, research projects and evaluation of our projects.
- Work with young people to develop innovative opportunities to provide direct support where there is a clear need.

Objective 2

Set standards and provide tools for quality youth work

Indicators – can you track results?

Lead – en route to developing

All youth work qualifications are updated and accessible by youth work providers and those working with young people.

Lag – know it's been achieved

All trusted adults working in a youth work setting have access to training which meets national standards as set by the Education Training Standards Committee (ETS)

Target

- NYA Academy Marketing strategy reaches 100% of youth work providers (as identified by the YW Census) – March 2022
- 100% Local Youth Partnerships [and local authorities] access NYA standards – March 2022

Impact (Why?)

- Youth work qualifications will be of a higher standard, with more youth workers qualified, driving up standards and quality of youth work across the sector.
- Youth work qualifications will be affordable and accessible through online and blended learning courses.

Initiatives

- Comprehensive Academy Marketing Strategy
- NYA Academy + Learning Management System offer
- Education and Training Standards Committee
- Annual Monitoring Report
- NYA Quality Mark



Objective 3

Secure and share resources for youth work

Indicators – can you track results?

Lead – en route to developing

High quality resources for youth work are updated and accessible by youth work providers

Lag – know it's been achieved

2PS (Two per School catchment area formula for youth worker resource) sustainably in place across all constituencies

Target

- NYA resources accessed by youth work providers in every region – reviewed annually
- 85% of youth workers/organisations who access resources and provide feedback are positive– reviewed annually
- 100% of 2PS Funded (£1.2bn)

Impact (Why?)

Youth workers are able to easily access high quality resources, enabling them to deliver their role more effectively, and to better support young people.

Initiatives

- National Youth Advisory Board
- Ten Year Vision for Youth Work
- <https://youthworksupport.co.uk> website
- Youth Work Bursaries
- Local Youth Partnerships
- NYA Sufficiency Standards + Awareness Campaign
- National Workforce Strategy and Delivery Plan

Objective 4

Deliver compelling evidence of the impact and need for youth work

Indicators – can you track results?

Lead – en route to developing

NYA houses key, publicly available, data sets for youth work across key thematic areas:

- > Workforce
- > Provision
- > Impact (with CfYI)
- > Needs of Young People

Lag – know it's been achieved

Strong evidence base to support parity between Youth Work professional status, teaching and social work

Target

- NYA is able to confidently provide quantitative data and robust evidence of the Youth Work workforce, current provision, impact and needs of young people – March 2022
- NYA provides a business case to support the professional status of youth work – March 2022

Impact (Why?)

A strong evidence base underpins NYA's ability to provide effective, strategic support and direction for the youth work sector.

Initiatives

- Working in partnership with key players in the NYA Research Hub, to develop a strong evidence base to support youth work practice
- Work in partnership as secretariat to the National Youth Advisory Board, national alliances, regional youth work units, and other grassroots organisations to collect and analyse evidence of youthwork activity and impact through initiatives including:
 - > the Capturing the Evidence update
 - > National Youth Sector Census
 - > Young Researchers Network
- Disseminating knowledge and engaging with the sector through the NYA Newsletter, NYA Roadshows, Youth Work Week, the Regional Youth Work Unit Partnerships and other engagement and participation routes
- Developing NYA's role as a 'convener' in the sector to promote sustainability, and to influence funders and other decision makers on behalf of the sector
- National Youth Advisory Board

Objective 5

Lead through learning from youth work

Indicators – can you track results?

Lead – en route to developing

Practitioner advice and guidance supports sectors needs

Lag – know it's been achieved

national organisation for youth work expertise, connected to young people's experience and practitioner voice

Target

- 10,000 NYA network members engaged – March 2022

Impact (Why?)

NYA ensures the best learning through fostering collaborative practice across organisations and provides mechanisms to share learning for maximum impact on the quality of services to young people, based on best practice in youth work and understanding the changing needs of young people.

Initiatives

- Working in partnership with key players in the sector, to develop a strong evidence base to support youth work practice
- Work in partnership with partners including members of the BYA, RYWUs, and other grassroots organisations to ensure that evidence of youthwork activity and impact, informs developing best practice in youth work through initiatives including:
 - > NYA Network
 - > NYA Expert Group
 - > Youth Work Week
 - > Annual Youth Work Skills Convention
 - > International Youth Skills Agency



Competences

Objective 6

Digitally and technologically equipped

Indicators – can you track results?

Lead – en route to developing

Digital Strategy provides tools, resources and training for NYA to grow and develop

Lag – know it's been achieved

NYA Digital Tools are implemented effectively to support business need

Target

- Baseline assessment of staff digital skills completed, and training provided – March 2021
- 100% of staff are confident and competent using NYA digital tools – March 2021 then reviewed annually

Impact (Why?)

NYA runs effectively and efficiently with the support of digital/technology and services are provided in an accessible and affordable way, increasing our reach and innovative responses to sector needs.

Initiatives

- Academy Learning Management System refreshed
- Teams/0365 & Zoom
- Web systems (websites, database and dashboard tools) renewed
- Research analysis tools (SPSS tool) implemented
- Customer Relationship Management (CRM) effectively implemented and used by relevant staff

Objective 7

Powered by data and insight

Indicators – can you track results?

Lead – en route to developing

NYA gathers robust insight, data and evidence to support NYA plans and the sector

Lag – know it's been achieved

NYA is a trusted organisation for research, insight, data and evidence.

Target

- Robust data warehouse created with accurate, defensible data to inform of NYA policy and practice – March 2022
- Feedback gathered from users of data resources identify NYA as a trusted source of information – reviewed annually

Impact (Why?)

Strong data and insights power NYA's ability to influence investment/recognition of the impact of youth work and drive development in collaboration with the sector to respond to the needs of the profession and young people.

Initiatives

- NYA Research Hub Data Warehouse
- National Youth Sector Census
- Youth Vulnerability Framework
- Young Researchers Network
- Grassroots insight routes: National/Regional/Local/Youth Voice
- Annual Monitoring

Objective 8

Driving youth work policy and practice

Indicators – can you track results?

Lead – en route to developing

Thought leadership for youth work policy across England increasing (plus developing internationally)

Lag – know it's been achieved

Quality youth work is identified as a policy priority by national government and other decision makers

Target

10 Year vision for youth work in place and underpinned by investment – March 2025

Impact (Why?)

Strong data and insights power NYA's ability to influence investment/recognition of the impact of youth work and drive development in collaboration with the sector to respond to the needs of the profession and young people.

Initiatives

- NYA Policy and Insight Unit
- National Youth Advisory Board (plus thematic subgroups)
- Directorate of Youth Work (Experts/Specialists/ Associates)
- International Youth Agency/global networks and partnerships (connecting into international structures to represent England)

Objective 9

Innovative and efficient with robust governance

Indicators – can you track results?

Lead – en route to developing

Clear organisational strategy - staff empowered to adopt an innovative mindset

Lag – know it's been achieved

Financially viable and sustainable agency with a motivated staff and volunteer team who are empowered to contribute to strategic planning

Target

- 360 appraisal records 100% staff understanding and commitment to the overall organisational strategy – reviewed annually
- All staff and volunteers report confidence in support to engage with organisational planning – reviewed annually
- Innovative new projects and services delivered with full staff support and engagement – reviewed annually

Impact (Why?)

- With all NYA employees and trustees empowered to have a voice and influence on strategy and development, this increases their sense of purpose within NYA and provides a wider knowledge of the whole organisation, avoiding silo thinking, and driving performance.
- Clear NYA strategy and robust Governance ensures that the organisation has a clear vision and all operational activity is supporting the achievement of this. Compliance across charitable operations ensures that NYA is a trusted and respected by funders and Government, seen to embed best practice.

Initiatives

- Review skills matrix for the board against the new BSC
- Organisational Resilience/Succession Plan
- Finance Committee
(backed by robust finance support and modelling)
- NYA Board of Trustees
- Equality and Diversity Plan: increasing diversity of the NYA Board (Inc young people purposefully)
- Test and Challenge Network

Objective 10

Connect people through youth work

Indicators – can you track results?

Lead – en route to developing

NYA acknowledged as a primary convener within the youth sector

Lag – know it's been achieved

Youth work is integrated with other Children Schools & Families professions

Target

- NYA, as the national body for youth work, is listened to by national government in implementing policy, and recognised by the sector as policy lead – reviewed annually
- Measured through stakeholder testing and consultation – reviewed annually

Impact (Why?)

The core purpose of NYA as the PSRB for youth work in England provides a necessary and strong foundation to protect, grow and gain support for the profession of youth work. Effective collaboration with key stakeholders to make the case for youth work enables NYA to make a clear case on behalf of stakeholders to key policy makers and funders for the benefit of the youth sector.

Initiatives

- Youth Work Curriculum
- NYA Network
- Workforce Strategy
- Policy, Stakeholder Engagement and Policy Strategies
- Education Training Standards Committee (ETS)
- National Youth Advisory Board



People

Objective 11

Increase diversity and perspectives of the youth sector

Indicators – can you track results?

Lead – en route to developing

Increased representation of young people representatives on all NYA forums, boards and staff team (where appropriate).

Lag – know it's been achieved

All NYA forums to represent the diversity of the UK.

Target

- 100% of NYA forums reflect national diversity and/or develop an action plan to work towards diverse representation – reviewed annually
- Young people make up 25% of all NYA boards and forums where appropriate– reviewed annually

Impact (Why?)

- NYA is committed to supporting the youth work sector to maximise the talents of all by understanding the equality and diversity landscape and explore any barriers, challenges that can lead to a restricted representation across the sector, especially within leadership. Through this collaborative work, the youth sector will have increased awareness and recommendations/actions that aim to drive up representation.
- Young people are key stakeholders in the youth sector and their lived experiences, insights and views will inform how we engage young people within our work to inform development.

Initiatives

- Equality and Diversity Action Plan
- Establish a National Youth Work Diversity Forum
- Two Ticks recruitment award
- National Youth Advisory Board
- Annual Monitoring captures protected characteristics/ BAME data
- National Youth Sector Census

Objective 12

Enterprising and commercially successful

Indicators – can you track results?

Lead – en route to developing

Dedicated business development team in place to drive increased success.

Lag – know it's been achieved

NYA has the resources it needs to effectively fund this strategy, demonstrate greater sustainability and diversity of funding.

Target

- 100% of annual budget funded – reviewed annually
- 70% of income for subsequent year secured by March each year– reviewed annually
- Achieve full cost recovery (agreed forecast) on all projects– reviewed annually
- NYA reserves remain between 6-9 months revenue costs – reviewed annually

Impact (Why?)

The establishment and development of a Growth Directorate and associated activity drives up a long term sustainability view for the organisation, safeguarding the core purpose of NYA within its PSRB role and extends the opportunities for young people.

Initiatives

- Build and establish Growth Directorate
- Three-year (plus 2) Business Development Strategy
- Implement an effective dynamic project management model
- Developing programme offers attractive to funders
- Sustainable NYA Academy & Traded Services offer
- Staff innovation encouragement programme
- Financial plans in place to reduce LGPS Pension liability and establish an endowment.

Objective 13

Confident and empowered to get our messages across

Indicators – can you track results?

Lead – en route to developing

Key NYA stakeholders are fully engaged and connecting with our messages.

Lag – know it's been achieved

Public awareness of youth work and youth services is high

Target

- Priority stakeholders scoped and key targets identified - March 2021
- 100% of priority stakeholders are reached/engaged by targeted NYA messages – reviewed annually
- NYA brand is recognised and trusted. Measured through stakeholder testing and consultation. – reviewed annually

Impact (Why?)

Our vision and key objectives for NYA, youth work and the youth sector are stronger and better achieved with the support and backing of stakeholders. Securing buy-in to our ambitions through comprehensive planning and opportunity scoping will drive up the circulation of key messages and increase awareness of these to wider audiences.

Objective 14

Whole team connected to our mission and purpose

Indicators – can you track results?

Lead – en route to developing

Team building activity linked to NYA priorities

Lag – know it's been achieved

Whole staff and volunteer team is engaged in developing NYA Business Plan and priorities

Target

- 100% of staff identify annual objectives linked to our priorities– reviewed annually
- 100% staff survey results show staff feel they can engage with SLT and NYA mission – reviewed annually

Impact (Why?)

Clarity of purpose with associated work and development objectives for individual staff members drives the performance of NYA, enabling us to achieve more and better for stakeholders and young people and maintain a happy, healthy and committed workforce.

Initiatives

- Communications, Stakeholder and Engagement plan
- Stakeholder Testing and Consultation
- Standardise implementation of brand guidelines
- Trademark and copyright our IPR
- Tracking and Reporting Dashboards
- Increase use of social media and professional engagement tools
- NYA Champions Programme

Initiatives

- Embed NYA values across the organisation
- NYA Strategy and BSC toolkit
- Staff agreed objectives linked to NYA mission and BSC initiatives
- Quarterly staff feedback survey
- Quarterly team days and regular team meetings
- Employee support and rewards programme

Objective 15

Leadership and determination to succeed

Indicators – can you track results?

Lead – en route to developing

Staff recognise they have a leadership role to play within the organisation's success.

Lag – know it's been achieved

Documented success in delivering staff CPD Leadership/Career Development programme.

Target

- 100% of NYA staff trained and qualified, or in training for the role they are in – reviewed annually
- 70% of staff take up a continual professional development opportunity – reviewed annually

Impact (Why?)

Clarity of purpose with associated work and development objectives for individual staff members drives the performance of NYA, enabling us to achieve more and better for stakeholders and young people and maintain a happy, healthy and committed workforce.

Initiatives

- NYA Leadership Development Programme (everyone's a leader)
- CPD Objectives(s) built into every staff member's annual objectives
- Board and NYA Team Residentials

Resources

Objective 16

Talent: To pivot to new directions

Indicators – can you track results?

Lead – en route to developing

- The expectation of our funders/customers are met or exceeded
- NYA team can effectively deliver or exceed this strategy

Lag – know it's been achieved

- NYA staff team equipped to respond to growth and demands of customers/funders

Target

- 100% of NYA staff trained and qualified, or in training for the role they are in – reviewed annually
- 75% of staff achieve identified CPD objective every year– reviewed annually

Impact (Why?)

NYA staff will be invested in, maximising their talents, bringing benefit to the organisation in quality, innovation and productivity.

Initiatives

- NYA Talent and Workforce Strategy
- CPD Objectives(s) built into every staff member's annual objectives
- NYA Board skills audits, training and recruitment etc
- Young Researchers Network
- Preferred Supplier Mark

Objective 17

Diversified funding: Growing our income

Indicators – can you track results?

Lead – en route to developing

Income matches annual budget requirements

Lag – know it's been achieved

NYA receives funding diversification targets across three key income areas:

- > National Government
- > Trusts and Foundations
- > Commercial and Contract

Target

- 100% of annual budgets funded– reviewed annually
- NYA reserves remain between 6-9 months revenue costs– reviewed annually
- Achieve agreed income diversification targets by 2025 -reviewed annually

Impact (Why?)

NYA, with a broader base of potential funders, increases its sustainability and increases the visibility on a sustainable future.

Initiatives

- Recruitment and development of Growth Team
- Business development Generation Strategy:
 - > Investment in Youth Work Skills
 - > Policy Leadership & Priorities
 - > Innovation
 - > Research
- Impact Measurement Project
- Management Information Systems
- Regional Network Partnership Agreements
- Supply chain/partner procurement process

Objective 18

Relationships: Convening globally, nationally and locally

Indicators – can you track results?

Lead – en route to developing

Meetings/events (both physical and online) hosted by NYA are well attended and championed by delegates

Lag – know it's been achieved

NYA recognised as the primary convener of the youth sector (excluding uniformed)

Target

- Priority stakeholders scoped and key targets identified - March 2021
- Local/regional relationships owned/shared by locally based staff to support face to face opportunities – reviewed annually
- 100% of priority audiences are reached/engaged by targeted NYA messages – reviewed annually
- Measured through stakeholder testing and consultation. – reviewed annually

Impact (Why?)

- NYA profile and reputation for leadership and excellence in youth work is further developed through our partnership approaches with stakeholders, recognising the positive contributions that flow between to further our collective work, voice and influence.
- NYAs PSRB status is recognised and respected within the sector and across key decision makers, securing ongoing support and investment as an infrastructure body, working for the youth sector.

Initiatives

- National Youth Advisory Board
- ETS
- Regional Youth Work Training Network
- Network Regional Youth Work Units established with partners in regions with no current structure/support
- National Census of Youth Work provision and reporting tool
- NYA Network
- NYA Roadshows, Summit and Practice Symposiums (annually)
- Commonwealth Youth Partnership
- Practice Tea Break/Podcast
- Developing a strengthened partnership model

Objective 19

Hear by Right: Insight from young peoples lived experience

Indicators – can you track results?

Lead – en route to developing

NYA reports and products are developed with input young people.

Lag – know it's been achieved

Young people are their own personal experts within the fabric of NYA

Target

- Young person's engagement strategy agreed by SLT – March 2021
- 100% of local councils who express an interest are successfully awarded the HbR award

Impact (Why?)

- The quality and prevalence of youth voice across all services for young people is driven upwards through the Hear by Right framework and support offer. Young people are empowered to influence the nature and shape of services.
- NYA is powered by the lived experience, views and talents of young people; providing an authentic insight into the challenges, ambitions and solutions of young lives that feeds into our strategy and development.

Initiatives

- Young Researchers Network
- Hear by Right Award
- Young Quality Mark Assessors award
- Youth Voice Strategy – connecting on existing national networks

Objective 20

Infrastructure: Digital technology

Indicators – can you track results?

Lead – en route to developing

Data, resources and services held are easily searchable, reportable and publicly available to inform sector partner initiatives

Lag – know it's been achieved

NYA is the leading digital PSRB and Infrastructure body in the UK and is the first digital port of call for the sector

Target

- Recorded increased stickiness on the NYA website. Visitors to NYA web platforms stay longer (compared to historic benchmark), and move on from NYA landing page to another NYA page – March 2021 then reviewed annually
- Web sign ups increase 30% and support a decrease in requests to info@ email – reviewed annually

Impact (Why?)

NYA runs effectively and efficiently with the support of digital/technology and services are provided in an accessible and affordable way, increasing our reach and innovative responses to sector needs.

Initiatives

- NYA Digital Strategy
 - > NYA Academy (Agylia) LMS System
 - > Data Hub and Reporting Tool
 - > Website and App Development (updates)
 - > All online resources accessible through a variety of common devices (Windows and Apple computers, Samsung and Apple phones and tablets)
 - > Agile office environment and smart communication technology implementation/refresh.
 - > Reporting dashboard
 - > Financial management system implemented (upgraded from Sage)
 - > Digital HR system implementation
 - > ICT equipment refresh (3yrs)
- NYA skills audit and training plan developed to include built in succession planning and peer capacity building

Notes

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