

National Youth Agency

# Youth Workforce Development Strategy – 2022 - 2027

## Overview

The National Youth Agency (NYA) Workforce strategy is an overarching piece of work supporting the development of the Youth Work workforce in England in line with the NYA Ten Year Vision for Youth Work and accompanying Youth Sector strategy. The NYA is the Professional Statutory and Regulatory Body (PSRB) for Youth Work in England with the role of ensuring the quality and standards of Youth Work practice, qualifications and training.

The elements of the NYA Vision which most directly relate to workforce are;

- There is a minimum requirement for at least two full-time equivalent professional, JNC qualified youth workers and a team of at least four youth support workers alongside trained volunteers, located within in each secondary school catchment area.
- To guarantee access there will be additional provision of detached and outreach youth work, digitised youth work and transport where needed to access opportunities.
- Recruitment and training of 10,000 qualified full-time youth workers, through youth work degrees and apprenticeships, and a youth work curriculum, professional register, national occupational standards, qualifications and safeguarding.
- A bursary programme for training for 20,000 youth support workers and mobilisation of volunteers up-skilled in youth work and safeguarding.
- Extensive day to day use of digital technology and resources to extend the reach, contact and engagement of young people in youth services to take young people's digital cultures and skills into account in youth work practices, and safeguarding.

This strategy is intentionally ambitious in its scope, as it has been constructed as a framework to meet the recruitment challenge outlined in the NYA vision. Young people deserve Youth Work, and this strategy aims to ensure that all young people in England, wherever they are and whatever their circumstances, have access to a range of youth services to help them thrive.

Youth Work is an incredibly diverse and flexible practice, approaching work with young people in a unique way which perfectly complements, and improves, the work of other allied sectors. The interest and respect for Youth Work, from other sectors and from Government (See [APPG on Youth Affairs 2019](#)) is greater than it has been for 20 years. This interest is justified through the impact Youth Work has on young people, communities and the organisations which serve them, and we want to celebrate this through gathering and sharing its successes and innovations.

Youth Work has a rich and high-quality tradition of training, in addition to a wealth of routes into the profession and for development within it. It also has robust systems for ensuring the quality of Youth Work training at all levels. The strategy builds on these to provide new routes into the profession, and opportunities for workers to develop their knowledge and skills at all points throughout their career. Youth work is rewarding, and we want to enable workers to remain doing the work they love until retirement. This means improving opportunities for progression through supporting the role of Youth Services as leaders of local, regional and national strategy. We have the ambitious aim of ensuring that 100,000 professionals and volunteers have received some form of training in Youth Work within 10 years.

Youth Work is delivered in a myriad of different settings, and makes use of the vast range of pastimes, interests and circumstances young people engage with – it starts where young people are and challenges them to go beyond. This strategy draws on these strengths and opportunities, and on the skills and diversity of the whole sector for its successful delivery. It is intended that the relevant parts of the sector will contribute to and lead on the development of the areas of the strategy most relevant to them. It aims to build an infrastructure which supports the whole sector in this venture,

through partnership, cooperation and coordination. It is intended as a working document, open to change and improvement from any and all stakeholders supporting it.

## Aim of the Workforce Strategy

To provide a bold plan for the future of Youth Work, creating a comprehensive and coordinated structure to recruit, train and support a Youth Work workforce to the scale and scope outlined in the NYA Ten Year Vision for Youth Work. Every young person in England will have access to a range of quality Youth Work.

## Scope of a Workforce Strategy

A coherent strategy for the Youth Work workforce will encompass all stages of the various journeys Youth Workers take through their career, whether volunteering with a local project or embarking on training to continuous professional development, specialisation or leadership. It will not only need to attend to training and development, but has a role in developing and supporting the Youth Sector to provide suitable roles, support and infrastructure to ensure a consistent high standard of practice throughout.

To this end, the strategy has five themes which, in different ways, encourage the growth, development and support of Youth Work across England. While these themes overlap in terms of their functions, the projects they contain are grouped together in relation to their primary focus within the strategy. The five themes are;

- Promotion of youth work as a career, and as a methodology
- Training and Education of practitioners
- Links between training organisations and service providers
- Developing and supporting sector specific youth work
- Developing infrastructure to support growth and standards

Across all of these themes there is a need to ensure oversight of quality, transparent communication with the whole sector, and the creation of opportunities for dialogue, collaboration and expertise.

## Promotion of Youth Work as a career and a methodology

The promotion of youth work is key if we are to reach our aim of recruiting 10,000 new professionally qualified full-time youth workers within 10 years.

Youth Work is a career which provides huge variety, inspiration, rewards and enjoyment. It provokes a great degree of passion and loyalty from its practitioners who enjoy its scope for creativity, its flexible and often improvised nature, and who are able to see the direct benefits it has for young people from all walks of life.

Youth Work is special in that it starts with the development of a relationship with young people, and the themes, direction and objectives of the work emerge from a negotiation with them within that relationship. It seeks to give young people as much power in the process as possible, allowing learning from experience and mistakes, and it views young people as part of a community, influencing and affected by the other organisations and structures which touch their lives, in addition to being individuals with their own knowledge, skills and challenges. This approach makes for an incredibly varied practice, as each young person and neighbourhood are different. The Youth Work relationship makes Youth Workers privileged witnesses of young people's realities, offering impactful interactions, timely support for difficult issues, and involvement in real and meaningful changes in young people's lives. It's incredibly rewarding work and we ought to shout about it to attract new, dedicated workers.

Youth Work Methodology, as outlined in the NYA National Youth Work Curriculum - <https://nya.org.uk/quality/curriculum/> - is underpinned by values and principles which place young people at its heart. It is a practice with integrity that is valued by workers and young people alike, which, again, promotes loyalty from workers and engagement from young people.

The development of Youth Work also requires that we educate others about its unique position, processes, and benefits. Opportunities should be created for allied sectors, funders and decision makers to explore how youth work can help to augment their services and achieve their aims. This will lead to increased funding into the practice, and greater enthusiasm and ability to build effective Youth Work into local, regional and national policy and plans, creating meaningful roles for Youth Workers alongside other services.

## What is needed

- To establish a Youth Work Development Plan in Government Policy supporting the growth of the Youth Service as outlined in the NYA vision within 5 years and to achieve the DCMS's National Youth Guarantee.
- To achieve 3,000 students completing Youth Work training at levels 6 & 7, and 7,000 at Level 3 per year within 10 years
- To create an ongoing campaign promoting Youth Work as a career within 1 year
- To develop and maintain a digital "Handbook for Youth Work" promoting the curriculum, training, role profiles and showcasing good practice.

## Training and Education of practitioners

Youth Work is a skilled profession, encompassing elements of a wide range of disciplines including;



It is also an extremely diverse practice, being undertaken through a variety of projects ranging from small, community based voluntary clubs to large national organisations. People enter the Youth Work workforce from many different points and with a range of destinations in mind. Many young people enter the career through volunteering at their own youth provision, workers join from related professions or through a desire to improve their own communities, others are passionate about citizenship, social justice or local strategy. Opportunities for workers to train, learn and develop new skills must be responsive to this variety, and must offer access to training for all abilities and levels of learning and experience. We must tailor the training offer to allow people from all these entry points to access training which is appropriate to their level of skill, experience, capacity and finance.

Youth Work training must also offer scope for continuous development. The existing raft of training allows for progression from Youth Support Worker (Level 3) to Professional Youth Worker (Levels 6 & 7), but comprehensive access to these qualifications is limited by geography, finance and the structure of courses. The introduction of the Level 3 and Level 6 Apprenticeships provide another route to qualification for those in work, or unable to afford to pay for courses. The development of CPD certificates at Levels 4 & 5 will allow workers to develop their skills in specialist areas throughout their career.

There is much work to be done however to improve access to training. The Covid-19 pandemic demonstrated that models of distance and online learning are possible, and these should be developed to the fullest. Routes for conversion from allied professions and related qualifications should also be developed to support those wishing to change career. A fast-track method to professional status should also be developed for experienced practitioners seeking to achieve JNC professional status. In addition, geographical coverage of professionally qualifying courses is

inconsistent and a barrier to some people – we must ensure that wherever you are in the country you are able to access the same choice and standard of training. In future the Level 4 & 5 CPD certificates could function as stepping stones to progression towards professional training, allowing workers to achieve professional qualification at a pace which suits their circumstances.

Organisations must be supported through the availability of support and training at all levels, and infrastructure developed to clearly demonstrate and track quality standards to instil a culture of professional development. Funding should also be sought to increase access to training for those for whom cost is a barrier.

There is a system of quality control and endorsement of much of the existing training through the Joint Negotiating Committee (JNC) which is recognised by employers ( <https://nya.org.uk/youth-work/jnc/> ). JNC sets the pay, terms and conditions employers should provide for Youth Workers, and delegates the responsibility of quality control of Level 2,3,6 and 7 training to the Education, Training and Standards committee of the NYA Board (ETS - <https://nya.org.uk/youth-work/ets/> ).

ETS has, and continues to be instrumental in the development and oversight of much of this work. The committee is comprised of representatives from all the key stakeholders with an interest in Youth Work training in England, including the JNC, and executes the PSRB role for the sector; it is best placed to ensure that ongoing developments relating to training are coordinated, and support competence in the National Occupational Standards for Youth Work at all levels.

This system should be built upon to ensure the quality of a much wider range of routes to qualification, linking all training to competence in the National Occupational standards for Youth Work.

## What is needed

- Increase the number of students enrolling on L6 courses by 150% within 5 years
- Grow provision of Level 3 and Level 6 apprenticeships to achieve the same number of learners per year as existing L3 and L6 provision within 5 years
- Develop and launch level 4 & 5 CPD qualification within 1 year (not JNC recognised)
- Develop and launch L6 conversion courses for Teaching and Social Work within 3 years

### Case Study - Annie, detached youth work manager, Trafford Council

As a teenager Annie failed her A-Levels but at the age of 21 she did a foundation course followed by a degree in Youth and Community Work Studies at Manchester Metropolitan University. As soon as she started her first placement with Salford Youth Service she realised her future lay in youth work. "I walked in to a building and after half an hour I thought this is now my profession," she says. "I was attracted by the energy, the fun – it is really diverse work and the possibilities are endless." Trafford Council established a detached youth work team in 2019.

"We took a long time getting to know the community, getting the young people used to us being on the streets," she says.

The team now runs a wide range of projects from photography to gender identity discussions. "You need to be friendly, confident, quick-witted and creative," says Annie, "It is one of the most powerful things in the world – you are meeting young people on their own terms, in their own space, with mutual respect."

Children and Young People Now - <https://flickread.com/edition/html/free/6225f0ce591f0#1>

## Links between training and practice

Good Youth Work is rooted in the lives of young people. It supports young people to explore their lives and communities, and enables them to make positive changes in the areas they wish to develop. For this, Youth Work training must be practice based, and good training will equip workers with the knowledge and skills they need to work in a range of settings. As the lives of young people become more complex, workers need to be aware of how changes in society are affecting them, what issues are important to them, and how their cultures and needs are changing. Strong links between training providers and the field are necessary not just for the provision of placements, but also to enable training to be reactive to developments in the field, and for the field to be informed by research and development undertaken within academic settings. Youth Work is extremely well placed to benefit from a closer, symbiotic relationship between training providers and delivery agencies, and the development and nurture of these relationships will improve both elements of the field.

Professionally qualifying courses are already scrutinised during the validation process to ensure that close links exist between universities, placement providers and the wider field, and level 2 and 3 courses all require practice-based learning. The advent of the Level 3 and Level 6 apprenticeships will necessarily strengthen these links, and the validation guidelines for the validation of the Level 6 apprenticeship are being devised to ensure these closer relationships are put in place. In addition, work is taking place to increase the availability of JNC qualified supervision for placements. This will widen the possible pool of placements to include organisations and services which do not currently have JNC qualified staff, both within the field of Youth Work and in allied sectors. In addition, we need to develop a pool of qualified assessors for the Level 2 & 3 qualifications, building capacity to train greater numbers of staff qualified to these levels.

## What is needed

- Stronger links between practice and training through the development of apprenticeships, communities of practice and joint research and delivery projects.
- Improved mechanisms for Youth Voice in the development and monitoring of Youth Work training
- New opportunities for in-work training, both as CPD and for working towards qualification.



## Developing and supporting Youth Work with allied sectors

Youth work has a great deal to offer partner services such as Health, Education, Social Care, Criminal Justice, Housing and so on. The nature of the Youth Work relationship and the negotiated, democratic process for developing the direction of the work, offer good opportunities for partners to engage young people, assess and address their needs more accurately, and gather information to improve their own service offer. Youth Work is already working effectively in partnership with all these services, but this good practice is not comprehensive. There are several examples of an incomplete understanding of the principles and processes of youth work hampering what could be effective, efficient, and beneficial partnerships. This need not be the case; supporting partnership working through the gathering and dissemination of good practice, sector specific training and resources for youth organisations and partner sectors will help ensure that Youth Work and allied sectors are able to work together much more effectively for the benefit of the young people they serve. Engendering this collaboration through cross departmental work in training organisations, funders and Government will also help create a landscape where the strategic contribution of youth services is managed to best effect.

The launch of sector specific CPD training launched as part of the Level 4 & 5 CPD project will include training offers for workers in the Health, Formal Education, Criminal Justice and Social Service sectors. Networks for staff working in allied sectors will also be developed or supported to provide focal points for the gathering and sharing of good practice. These networks will be supported to develop forward strategies to improve the quality and quantity of Youth Work in allied sectors through both offering support for workers in those sectors and providing resources, support and advice to organisations wishing to involve Youth Work more closely in their practice. The networks will also be utilised to support and develop the work of the NYA around the National census through beginning to explore the gathering of data relating to Youth Work in allied sectors.

## What is needed

- All Local strategies for Health, Education, Criminal Justice and Social Services to include youth work within 5 years
- A comprehensive CPD offer for youth workers in these sectors to be made available within 3 years
- Sector specific practitioner networks to be developed within 3 years.



The following is an example of the impact Youth Work can have in relation to allied sectors. C was on a path to involvement with Mental Health, physical health and criminal justice services. The person centred, relationship focused approach of Youth Work enabled her to identify the root of her problems, and develop positive actions to improve her life.

### **Case Study - C young woman aged 16**

Provided by a sessional youth worker and volunteer youth worker who worked in the community and on the door step of a young person's house.

#### **WHY WAS THE YOUNG PERSON REFERRED/COMMUNITY ISSUE RAISED?**

In the past C has self harmed, admitted to taking drugs and shoplifted. The latter had her banned from all local supermarkets.

#### **WHAT WAS THE INTERVENTION /WHAT DID YOU DO?**

After attending the youth club regularly, C opened up about the violence she was experiencing at the hands of her ex-boyfriend. With support of a senior youth support worker, C went to the police station to report these violent crimes to the police.

#### **WHAT WAS THE OUTCOME OF THE WORK DONE WITH THE YOUNG PERSON?**

C has been developing her skills and working on her CV, as well as attending a series of 1:1 sessions working on self-esteem, CSE awareness and future aspirations. C also attends child in care meetings at the youth club.

#### **WHAT EVIDENCE DO YOU HAVE OF THE IMPACT OF THIS WORK?**

C has taken a senior role at the youth club and makes sure that new / vulnerable young people feel welcome and included. C has also begun writing down her feelings in the form of poetry and spoken word, and youth workers are supporting her to record these onto tracks in a music studio.

## Investing in infrastructure

There are a range of agencies, structures and systems that support Youth Work and Youth Services operating from a local to national level. However, the changes in the landscape have created new demands and problems for these frameworks to support. A Youth Workforce strategy must examine how the current infrastructure addresses these and work with stakeholders to ensure that systems and services exist which adequately support the workforce to develop and deliver as effectively as possible.

There are already strategic relationships between the main organisations serving the Youth Work sector at a regional and national level, and ETS has representatives from all sections of the sector which are reviewed annually to ensure relevance and currency. The National Youth Advisory Board has also strengthened essential links with Government to support policy development. These alliances are engaged in discussions relating to the continued development of appropriate infrastructure for the sector, and this work will continue in coming years. Work has started on the initial build of the Youth Work Register after extensive scoping work undertaken by the Institute for Youth Work, and planning for the next stages of development has begun.

The preparatory work for the Youth Work Archive has also begun and the coming year will ideally see a funding bid submitted for a feasibility study, a working group / committee established, and decisions made about the best format or structure for an archive to hold.

## What is needed

- Sector wide review of infrastructure needs and action plan agreed within 3 years
- Agreement across the sector for clear structures to support the sector for safeguarding, risk management, practice standards, quality assurance and youth voice within 5 years

### Case Study - S young woman aged 18

Provided by a young person who took part with their local youth service from the age of 13 to 18

#### WHY WAS THE YOUNG PERSON REFERRED/COMMUNITY ISSUE RAISED?

S joined the youth club at the age of 13 to make friends and for something to do. As she grew older she became a young carer and began to suffer from anxiety and depression.

#### WHAT WAS THE INTERVENTION /WHAT DID YOU DO?

S was offered 1-1 support from a youth worker that she already knew from the service. In the sessions they worked through issues with their confidence and self-esteem, as well as her feelings about caring for her family and needing to find work.

#### WHAT WAS THE OUTCOME OF THE WORK DONE WITH THE YOUNG PERSON?

At the age of 18 when the sessions ended, S felt capable of finding work and was successful in securing a job. S's self-esteem was greatly improved by her time at the youth service.

#### WHAT EVIDENCE DO YOU HAVE OF THE IMPACT OF THIS WORK?

S was successful in facing her anxiety triggers and managed to find work. After a few months at this job S realized that her real passion youth work. She wanted to help young people in the same way that she was helped as a young person and is now employed as an Assistant Youth Worker while she studies for a level 2 in Youth Work Practice which she plans to progress onto a Level 3 and beyond.

## Conclusion

Young people, and their communities, deserve Youth Work. Youth Workers, through their dynamic, relationship focussed approach, help young people improve communities for everyone. Their work is highly valued by young people who face challenges, and highly valuable to the other services supporting young people in meeting them. It also has the flexibility to support them not only in finding solutions to problems, but also in creating improvements to society which will prevent many of those problems occurring in the first place. Youth Work has the power to ensure that all young people are connected to, and active in their community, their government, their education, their safety and their care. Through ensuring, first and foremost, that young people have access to professionals they can trust, Youth Work supports them in reaching the height of their ambition while providing the best safety net should things take an unexpected turn.

This strategy aims to ensure that all young people in England have access to this unique service, and that in turn, the services themselves are able to work to their full potential to support and improve the communities and organisations which they engage with every day.

The strategy values the contribution made to the development of the workforce by all parts of the sector. It offers a scaffolding to support these in working together to consolidate their strengths and develop comprehensive training, employment and support opportunities for people entering the field.

Youth work is life changing, and young people should have a service accessible to all, and able to walk with them through the challenges and opportunities their lives present. For this, we need more Youth Workers, who are well trained, and motivated by a career which is respected, diverse, developmental and secure. Achieving it will mean that we are all able to benefit from that limitless resource – the imagination of young people.

### *A Final word from Charlie on the impact youth work has had on his life*

#### **Case Study - Charlie**

Charlie has undertaken lots of different activities with the YPAC staff team and we still meet up on a regular basis. Charlie was initially involved in low level ASB and he was noted by the local Community Safety Partnership as a possible ASB perpetrator. We worked with Charlie out on the streets as part of our Detached Youth Work offer. He was initially very suspicious of the YPAC staff team, but we soon gained rapport and a trusting relationship after consistently working with his peer group and delivering on promises. Charlie has remained out of the criminal justice system and we've witnessed his personal and social development over the years that we've worked with him. Charlie was referred to our ESF NEET Project by his PRU support worker. We worked with Charlie to identify a career pathway, draw up a CV, job searching etc. Charlie secured employment working at Halfords Manchester Fort in September 2020. Charlie was initially employed at Halfords as part of the sales team but he's since been promoted to the post of Cycle technician.

#### **Charlie's quote regarding YPAC work, dated 16.5.2022:**

"When me and my friends started working with Kenny Chris and David, at first when they came on we thought they was just like all the other youth workers where they come on and give you all these promises and then you never see them again, but after a few weeks Kenny, David and Chris proven that they was trustworthy and was willing to help us with no matter what it was with trips and advice and being so supportive and made you feel as if you have a second family in them. They took us motocross, go karting, for food, and also residential's we went on two of them in Scotland and also Lake District. We done a lot of activity what a lot of us would never of experienced without having YPAC they invited us down on Thursdays to St. George's, where we would just all hang out and listen to music have chats and play video games, we would cook food too. We set up a enterprise which helped us get money to put towards trips and a lot of other stuff and still to this day even tho we have grew up they are willing to still help and give you advice. we done a motorbike course where we learnt mechanics and bought, fixed them sold bikes for a profit which went into a pot to help fund stuff like this and I will forever be thank full to the whole team at ypac."

## Appendix 1 – Breakdown of Thematic Projects

	Feasible / Underway
	Feasible / Developing
	Speculative / Unplanned

Promotion of Youth Work as a career and a practice		
Project		Completion
1	Develop national and regional marketing strategies for all entry points into Youth Work	Dec 22
2	Produce a range of media promoting Youth Work and Youth Work Training	Sept 23
3	Promotion to funders, decision makers and partner sectors	Ongoing
4	Hold local / regional promotional events in partnership with RYWUs and training providers, raise the profile of YW week outside the sector.	Nov 22 / Ongoing
5	Coordinate the various national events relating to Youth Work to ensure coordination and complementarity.	April 23
6	Youth Work Ambassadors Programme - National Youth led campaign promoting benefits of Youth Work, gathering impact data and stories available for use by projects, training organisations and policy makers.	April 24

Training and Education of practitioners		
Project		Completion
1	Promote Level 3 and Level 6 apprenticeships, as “in work” routes for training of Youth Workers and Youth support Workers. 200 Level 3 apprentices and 90 Level 6 enrolled,	Sept 23
2	Develop new stand-alone CPD units at levels 4 & 5 to support staff with professional development, and encourage the development of Youth Work in allied sectors	Sept 23
3	Develop support and resources for organisations recruiting and managing volunteers	April 23
4	Develop training and resources for organisations to support the training development of volunteer youth workers / uniformed groups etc	Sept 24
5	Develop systems and networks to support newly qualified staff in their transition to the professional environment	April 25
6	A resource hub coordinating and promoting additional CPD training and resources supporting providers and practitioners. Developing and making available online webinars, guides and training exploring elements of practice, running projects and specialisms	April 24 / ongoing
7	Develop Fast track conversion courses for teachers / social workers to gain qualification in 1 year	Sept 27
8	Explore methods to increase geographic coverage of Level 6 qualifications, for example through strategic course development, distance / online learning, settlements and extending L6 Apprenticeships.	Sept 23

Links between training and practice		
Project		Completion
1	Create a pool of JNC qualified supervisors to support placement opportunities in services without JNC qualified staff e.g. Faith sector and allied professions. Support the development of local networks to support supervisors	Sept 23
2	Create a pool of JNC / field based external examiners to support existing and new HEI Youth work courses.	Sept 23
3	Create a pool of trained assessors for levels 2 & 3 qualifications	Sept 24
4	Develop national and local resources and training to support placement providers in supporting placements, and in getting the most benefit from them.	Sept 23
5	Develop and support communities of practice around HEIs and ensure links with national hub for disseminating research and good practice.	Sept 24 – ongoing
6	Explore methods for local provision to supporting research and data collection, possibly through Local Youth Partnerships or Communities of Practice to increase access to data sets relating to youth services and young people	April 25
7	Develop incentives for HEIs and providers to develop partner projects in local communities or focusing on specialisms – potentially grant programmes, Innovation and Good Practice awards.	April 25

Developing and supporting sector specific Youth Work		
Project		Completion
1	Scope existing Youth Work collaborations with Health, Education, Social Work and Criminal Justice sectors.	April 2024
2	Gathering baseline data and good practice examples for each section to collate and make available to wider practice and allied sectors.	April 24
3	Scope and develop resources for projects and sector specific strategies which Youth Work may play a role in, for example Prevent, the I-Thrive initiative in Mental Health, ongoing work on school exclusions.	April 23
4	Support / develop sector specific practitioner networks in key sectors.	April 2024
5	Develop sector specific training to support Youth Work staff in allied sectors, and sector staff wishing to develop Youth Work in their practice.	April 23 – Ongoing
6	Create sector specific resources – sample job descriptions, project outlines, policy and procedure library and promote to allied sectors.	April 24
7	Incentivise cross departmental partnerships in HEIs through gathering and sharing good practice, supporting the development of cross departmental partnership through ETS work.	Sept 25
8	Create resources / training for youth services to support them in promoting and embedding their services more widely in other sectors.	April 24



Developing infrastructure		
Project		Completion
1	Scope existing infrastructure organisations and systems and identify gaps; supporting, clarifying and strengthening the roles of the existing infrastructure organisations.	Dec 22
2	Scope resources for local / national infrastructure projects – ie Heritage Lottery for Youth Work Archive project.	Dec 22
3	Develop register of workers in step with the development of the National Safeguarding Hub. The Youth Work Register may be a useful resource for housing a number of projects in this strategy, including the pool of JNC qualified supervisors, external examiners and assessors. As the register is developed an early piece of work will be to establish if this functionality can be built in.	April 24
4	National Youth work communications hub to support Youth Work agencies in coordinating their work. Innovative projects can learn a great deal from previous work undertaken elsewhere and a systematized approach to gathering and sharing data relating to these would improve the ability of Youth Services to innovate and replicate successful practice (Resource Hub).	April 25 / ongoing
5	Quality Review. A comprehensive review of Quality Assurance mechanisms for training across all sectors and an agreed and funded development plan to ensure Quality Assurance systems and good practice support are thorough and consistent across the country.	Sept 26
6	Identify what baseline data is available / needed to support each infrastructure function – plan data gathering. Data management is essential for the support and development of infrastructure and a comprehensive and accessible data management system should be explored to support all sections of the sector. Eg – review of annual monitoring data gathered from HEIs and Awarding Organisations.	Sept 25
7	Scope good practice for local voluntary sector infrastructure. A number of local infrastructure projects are underway aiming to coordinate and raise the quality and capacity of third sector providers in localities ranging from Young People's foundations to collaborative commissioning.	Ongoing
10	Develop a National Youth Work Archive. There are a number of specialist repositories for historical data relating to aspects of Youth Work and Youth Work training. A single searchable national archive in addition would be a valuable asset to the profession from both a training and practical perspective.	Sept 27



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Published by National Youth Agency  
e. [nya@nya.org.uk](mailto:nya@nya.org.uk) | t. 0116 242 7350

Registration No. 2912597 | Charity No. 1035804  
National Youth Agency, 9 Newarke Street, Leicester LE1 5SN