



**#WORLD
READY**

Reaching for the Sky
Strategy for the Association
2023-2030



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FOREWORD FROM OUR CHAIR AND SECRETARY GENERAL

Reaching for the Sky is about setting us on a meaningful path to achieving our ambition. It is a strategy to prove to ourselves as much as others that we can truly scale up our reach and widen our access with the clear objective of creating sustainable and financially viable Operators. Our goal is to reach the point when each Operator is generating positive operational momentum, a point we might also call achieving “critical mass”. It is the point when The Award begins to fly.

Our inspiration for the title comes from the true story of one man’s struggle to overcome extraordinary odds to achieve his ambition.

Douglas Bader lost both his legs in an aeroplane crash, yet he had no intention of letting that stop his flying career or to serve as a pilot during the Second World War. For that, he had to learn to walk again and then persuade the Royal Air Force to let a man with tin legs fly one of their planes.

He went on to achieve extraordinary feats in the air and was subsequently knighted by Queen Elizabeth II for his services to people with disabilities.



*Group Captain Sir Douglas Bader,
CBE, DSO, DFC, DL, FRAeS*

If we are serious about our ambition to be the leading achievement award for Non-Formal Education and Learning, or indeed our vision of ‘universal access’, then we need to give everyone in the Association, most especially National Boards, the support, encouragement and tools to get their operation flying.

Bader once said, “Don't listen to anyone who tells you that you can't do this or that. That's nonsense. Make up your mind you'll... have a go at everything. Go anywhere you want to. But never, never let them persuade you that things are too difficult or impossible.”

We know all about giving young people opportunities, inspiring them to dare to dream, empowering them to achieve their goals and ultimately transforming their lives, often in the face of extraordinary odds. Rather than simply daring to dream, this is our moment as the International Award Association to set our sights firmly on getting The Award to fly. This is our moment to Reach for the Sky.



**HRH The Duke of Edinburgh KG, KT, GCMG
Chair**



**Martin Houghton-Brown
Secretary General**

MESSAGE FROM OUR OPERATORS

The Duke of Edinburgh's International Award and Association is nothing without those who deliver it and those who participate in it. As such, we are integral to both the implementation and successful outcome of this strategy.

All of us have been through a challenging time with the Covid-19 pandemic, but in many ways we have come through it stronger. Our regular Association online calls mean that we are working together better. We were able to alter the conditions for fulfilling an Award, responding with agility to the changing circumstances.

Most of our participants showed initiative and determination by adapting what they were doing so that they could continue their Award journeys. By remaining active throughout the pandemic we presented a very positive profile to the world. We provided a meaningful sense of progress and achievement for young people which became a valuable source of emotional well-being.

In all the recent discussions about our future, the need to grow has been paramount, especially if we are to prove we are relevant and valuable to young people and the communities in which they live. It is vital we build on the momentum of the past few years to secure our future.

This plan presents us, as the prime deliverers of The Award, with a most engaging and tantalizing challenge. This is not growth for growth's sake, this is a very targeted and individually determined goal.

It asks us to understand better our local market and to be highly strategic about whom we should partner with in order to achieve the best outcomes. It also promises to support us with advice, help and resources to get the basics right.

Importantly, we are being asked to take the time to understand what terms like "critical mass" mean and how we are going to achieve them so that, when we all come together at Forum 2025, we are clear about what needs to be done.

Above all, this plan seeks to ensure that we all flourish. By doing so, we can achieve our ambition for Non-Formal Education and Learning as well as young people.



**Adebayo Olawale Edun,
Chair of International Council**

1. STRATEGY DEVELOPMENT

The development of this strategy has been a long journey, beginning in early 2022 under the then Secretary General, John May. Engagement has been extensive across the Association. Much credit must go to the Working Group who absorbed many insights and helped to shape the discussion. The outcome is a synthesis of all this input, in a form that is designed to give future direction while accepting that producing such a strategy for the whole Association is complex.

Through our various discussions, there is a clear desire and need for The Award to grow. In shaping this strategy, we have tried to define what that is and how to achieve it in a way that recognises many of us are at different stages of development and functioning under different circumstances. It has taken time to develop a strategy with a common purpose and direction for all of us to feel we can pursue it meaningfully, yet find our own solutions.

Milestones 2012-2022

Our strategy for 2023-2030 is a continuation and development of a journey started some 10 years ago. To understand the context, we need to review some important milestones over that period.



2012 - One Award Alliance

Our Forum in Malta was the culmination of our extensive brand review and the launch of our One Award Alliance strategy. The concept was relatively simple: how do we begin to look, feel and act like one Award? This was when the social franchise business model was formally accepted. With the introduction of licensing came the self-assessment quality assurance process. A new identity was created to better reflect what we stood for. We also commenced our digital transformation.

2018 – A Global Strategy

The transformational journey we had embarked upon generated a sense of optimism and confidence. We introduced the notion of striving to improve ‘access’, ‘reach’ and ‘impact’ to describe our key aims. We also began to describe our structure in terms of frameworks: so we have the ‘Award framework’, the ‘governance framework’, the ‘operating framework’ and the ‘impact framework’. The Forum in Accra launched the strapline #WorldReady to capture the desired outcome for Award achievers. It is also the first time that the term non-formal education is used which was later refined into Non-Formal Education and Learning [NFE&L] to better define both the sector we operate in and what the activities are that we strive to recognise and accredit.

Effects and Outcomes

These strategies have had significant impact on our:

> Governance

The system of licences removed the need for a constitution to govern the Association, so we moved to a Memorandum of Understanding supported by our Key Governing Documents.

> Collaboration

The Association has been brought closer together with a renewed sense of purpose. This was amply demonstrated during the pandemic and our ability not just to continue operating, but in some cases, to actually thrive.

> Operations

The statistics for the decade are illuminating, as the trajectory post-2018 doesn't live up to the intent of the strategy, with or without the effects of the pandemic [Figure 1]. There are two other factors to note: Singapore surrendered its licence in 2018 and we removed their (probably over-stated) 100,000 participants. We also redefined 'active participants' to avoid such misstatements which also reduced the number of participants.

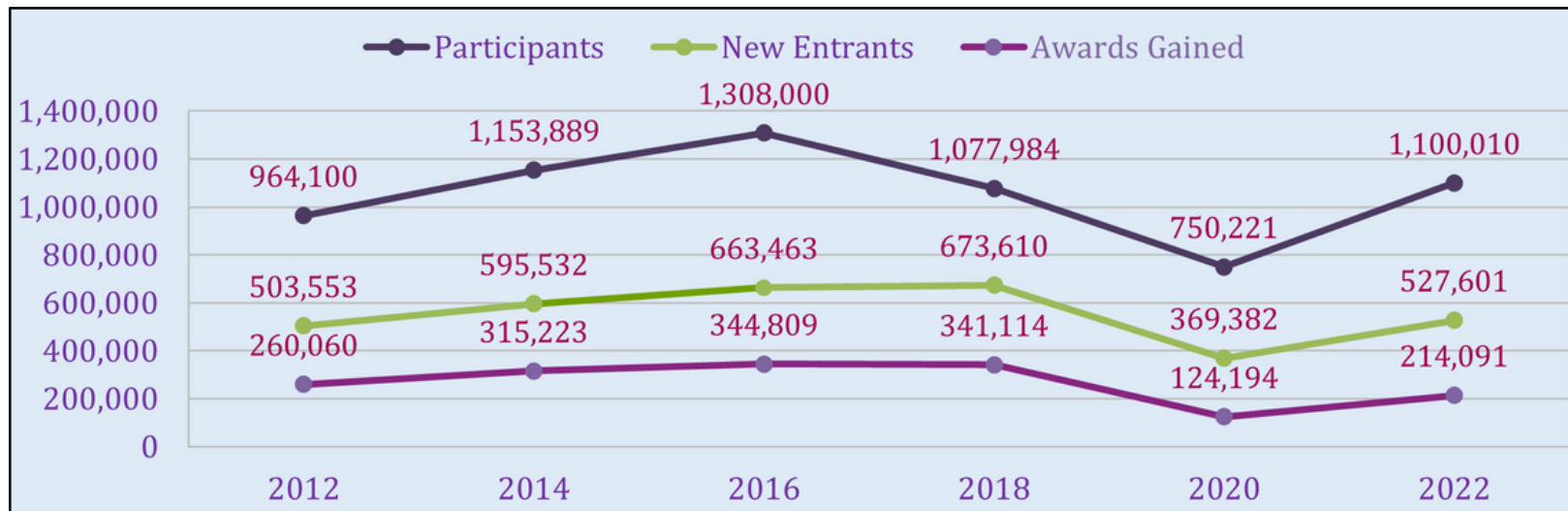


Figure 1

2. OUR BRAND AND IDENTITY

Over the past decade we have worked hard to establish our identity and the key elements that underpin it so that today our social franchise business model, our quality assurance processes, our messaging and imagery are clearer and more consistent. We have refined how we describe The Award so it is simpler to get across. [Figure 2]

<p>The Award is a global framework for Non-Formal Education and Learning; inspiring and empowering millions of young people to transform their lives, becoming #WorldReady.</p>	<p>The Award believes that by creating opportunities for young people to develop skills, get physically active, give service and experience adventure, they can discover their passion, purpose, and place in the world, whatever their background.</p>	<p>The Award celebrates young people’s achievements and plays a critical role in their development outside the classroom.</p>
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Figure 2

Our unique global selling point is our recognition and accreditation of young people’s NFE&L achievements.

This, along with our values and ethos, is reinforced by the key elements of our brand [Figure 4 & Figure 3].

The combined effect of this messaging is increasingly able to position The Award so it is seen as not only representing and promoting the NFE&L sector, but also making a difference to young people and their communities.

It has taken time, but we are now able to explain what we do, how and why in a concise, understandable and even emotive way. Our values resonate with our audiences, both operational and philanthropic.

Our Ambition
is to be the leading achievement award for Non-Formal Education and Learning.

Figure 3a

Our Vision
is that “every eligible young person regardless of their circumstances will have the opportunity to participate in The Award” or universal access.

Figure 3b



Figure 4

The use of common colours and pictograms are also helping to present a more consistent look and feel across the Association, reinforcing the notion that we are indeed all part of a One Award Alliance.

Moving forward, we will build on our market positioning. We will continue to strengthen our brand and our identity. We will refine our language only as and when necessary.

However our brand and the philosophy of The Award that underpins it is only part of our story. We must back it up with activity (what we do) and evidence (research). For our profile and perception depends on what people see us doing. That may seem obvious, but what does it mean?

Comparisons with an aircraft

Let's take an aircraft. And let's say it's one of the most iconic aircraft ever built; one that has a beautiful and timeless design. Let's also say that it comes in a range of variants – from the Mark I to the Mark XXIV – and with numerous markings, each with a subtle difference [Figure 5].

In the right hands, it performs extraordinarily well, is remarkably agile and hugely capable, but like any aeroplane, it's not much good on the ground. It needs to be in the air, flying, to be seen and appreciated for what it can do.

Likewise, we need to be showing how well we can perform, that we can deliver at scale so that we can be seen and appreciated . . . metaphorically, we need to be able to fly.



Figure 5

3. OUR CHALLENGE – WHY ARE WE NOT FLYING?

What we have learnt through our consultation is that there are three interrelated challenges we have to overcome, with one in particular – low market penetration – holding us back from fulfilling our potential. It is a cycle we have to break [Figure 6].

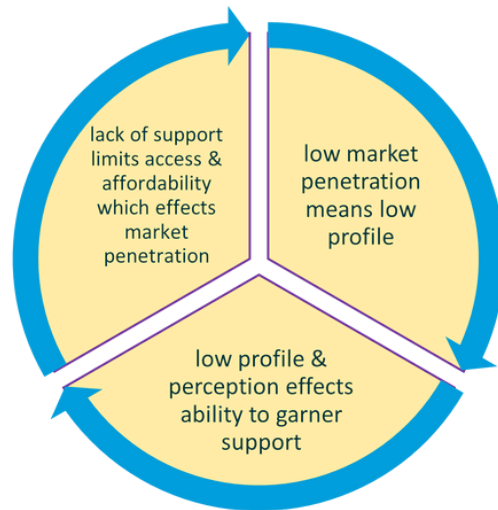


Figure 6

Reaching 1.1 million participants is in itself an achievement, but this is just 0.5% of the estimated 237 million 14-16 year olds in the 63 countries where we have national operations. Only 24 Operators [that's less than 40%] have a market share of more than 1% of this age group yet are responsible for more than 90% of all participants [Figure 7].

If we extend the age range to 14-18 year olds, the available market is approximately 390 million, so our penetration drops to less than 0.3%. We could do the same for the 14-24 age range, but our market share is so negligible it is somewhat depressing.

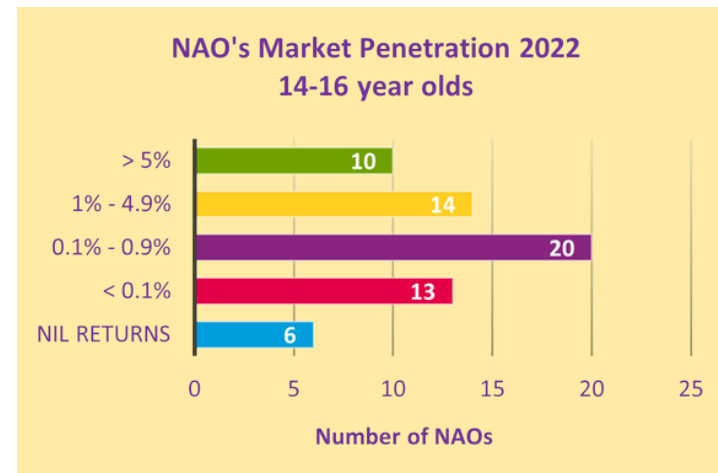


Figure 7

Our low profile and perception in many markets is a massive disadvantage when it comes to encouraging more to adopt The Award, for they don't know what we do or how we can help them to develop their young people.

It also severely hampers our ability to secure support and resources. We need to grow to prove our value and impact without which funders are unlikely to be attracted. Such growth needs to be responsible and justifiable so that it generates sufficient income from predictable sources to become sustainable.

The upside is that if all 63 national operators reach 1% or even 5% the result is dramatic [Figure 8].

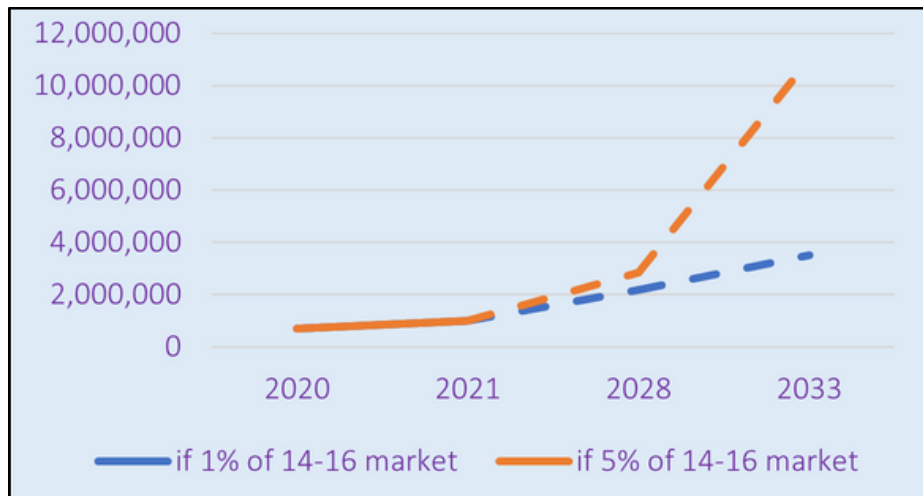


Figure 8

However, such goals are arbitrary. We have tried the like before and failed, largely because we simply didn't get a few of the basics right first.

You can't get into an aeroplane and expect to be able to fly it; you have to understand and master the principles first. Key to changing our fortunes must be to ensure we are proficient at the essentials first.

4. OUR OBJECTIVE – WHAT ARE WE REACHING FOR?

Our intent is to be the leading achievement award for NFE&L and to achieve universal access, but first we have to convince everyone that we can scale up our reach and widen our access. However, if we carry on doing what we're doing we're never going to change the outcomes we desire for ourselves and, more importantly, for our beneficiaries – the young people of the world. We have to do something different. To reach the sky, we have to be able to fly.

From experience and through our various discussions we are all agreed we cannot pursue growth for growth's sake. There needs to be a reason, a purpose and a clear objective. We describe this as reaching 'critical mass' because it conveys both a meaningful goal and a sustainable state once achieved. [Figure 9].

Objective – to reach 'critical mass' in each territory:

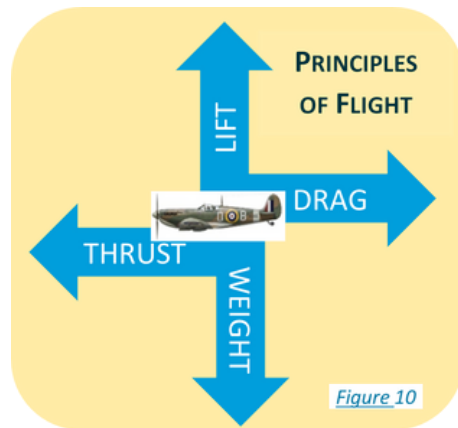
- The point when Participants, New Entrants and delivery partners are sufficient to sustain the operational and financial viability of the Operator.

Reasons

- Meaningful vision to convey to any audience.
- Solutions can differ according to market or territory.
- Once achieved, will generate positive operational momentum for ongoing and sustained growth.

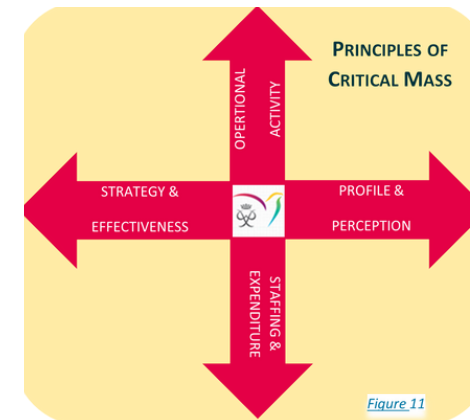
Figure 9

Critical mass is a term used in nuclear physics to describe the smallest amount of matter that is needed to produce a nuclear chain reaction. In our case, it is what is needed to produce positive operational momentum. To explain how, let us consider the principles of flight. This involves balancing four competing forces and so long as they are in balance the aircraft will stay in the air [Figure 10].



By each of us keeping these balance, we will experience ongoing and sustained growth or positive operational momentum [Figure 11].

By generating resources through our own operational activity we can sustain our growth and enable us to be masters of our own destiny.



Briefly, our engine needs to provide sufficient 'thrust' to overcome the 'drag' caused by the size or mass of the aircraft. The forward motion and resulting airflow over the wings creates 'lift' and you need enough of that to overcome the 'weight' of the aircraft, whereupon it can take off and fly.

In much the same way, we need to balance four elements to reach the point of critical mass. Forward motion is generated by our 'strategy' and the engine is an 'effective' administration. This gives us lift through increased 'operational activity' which overcomes operational 'staffing and expenditure' and the combination overcomes the element which is holding us back.

5. OUR MOTIVATION – WHY DO WE WANT TO FLY?

Our motivation is our passion for young people, our belief in their potential and wanting to serve them and their communities at a time of growing need and demand. It's what we mean when we say we are here to inspire, empower and transform young people.

More practically, there are two important principles we, as an Association, have established for working together in the future and what we need to get right to enhance our support to young people: our common purpose and common goal [Figure 12].

- [Common purpose](#) being to advance the adoption and effective administration of The Award.
- [Common goal](#) being to deliver the best possible experience to the most number of young people.

Figure 12

If we get the first part right we will also achieve the second. To reach our ultimate ambition we need to deliver sustained growth and development – positive operational momentum.

Growing our reach and widening our access provides more opportunities to young people and raises our profile. Growing our perception improves our ability to generate the resources to develop the necessary operational support to assure the quality of experience of participants.

Fundamentally, if we, as Award Operators, are financially and operationally sustainable with positive operational momentum, we will both thrive and be masters of our own destiny. That's why we want to fly [Figure 13].

- Creating sustainable Award Operators with positive operational momentum makes good business sense, individually and collectively.
- Securing resources for operational support to assure the quality of experience reinforces and enhances the brand values and ethos.

Figure 13

6. OUR GOAL – PROVING WE CAN FLY

We have to prove that we are capable of scaling up our reach and widening our access, as much to ourselves as to others, if we are to demonstrate The Award is popular, relevant and beneficial. To enable us to determine our own point of critical mass and how we intend to achieve it, we need a sequence of logical steps with clear goals and purpose [Figure 14].

Step 1 – undertake a meaningful analysis of the market to identify best prospects and tactics.

Step 2 – draw up a strategic plan on how to achieve *critical mass* in the relevant territory using following steps to inform and support plan.

Step 3 – apply the business model to project what predictable income and how much is needed to achieve financial sustainability.

Step 4 – produce a credible business plan to manage the organisational and financial changes required.

Step 5 – develop a staff development plan to invest in people and skills to lead, manage and deliver the plans.

Step 6 – design a digital transformation plan to manage adoption of tools and services that enhance experience of participants and volunteers, run The Award more effectively.

Step 7 – conduct research to prove efficacy and surveys to assure quality.

Figure 14

Advancing the adoption of The Award:

- Developing new and existing partners. Use market research and analysis to identify and sort potential partners by category, who to approach sooner, who later and inform how best to position The Award in each market.
- Understand better what partnership or mutual interdependence truly means; improve our techniques for initiating and developing such complex relationships i.e. operating through proxies, volunteers mostly, who are working for us within a benevolent organisation.

Running The Award effectively:

- Practice and appreciate good business administration. Use a strategic plan to set objectives or priorities and how to achieve them through goals, tactics, responsibilities, measures of success; identify challenges and how to overcome them.
- Use business model to run local income and expenditure projections to find the point of sustainability.
- Use a business plan to budget and manage any changes required to support and run the required operational activity, especially projecting staffing requirements, and how to phase the costings.
- Finding the right people to lead and to deliver at whatever level. A well-run business or charity with an aspiring vision is more likely to attract good people, the right quality of leadership and will have identified roles and skills required and when they will be needed, from the Board to Operations Managers. Use bespoke courses, such as those run by Herriot Watt Business School, to develop team's skills by encouraging those with aptitude and enthusiasm to enrol.

7. OUR TACTICS

– ENABLING OUR SUCCESS

Delivering the best possible experience:

- Use and appreciate digital tools and services. Without them cannot engage, communicate, support, train, develop, measure, analyse, report or learn. Invaluable for learning how good we are at engaging, developing and supporting our volunteers and staff.
- If not already done, design and embark on a transformation plan as a matter of urgency.
- To reassure that we are indeed delivering the best possible experience for participants conduct self-assessment Quality Assurance processes and surveys.

Gathering evidence of impact:

- Quality research data, especially proving impact, is crucial when making the case to delivery partners and to supporters whether at local, national or international levels.

Pursuing these steps will require us to become proficient at some essentials. They will also build confidence, helping to take more with us on the journey.

We could just accept these challenges as too difficult or insurmountable, but that's not what The Award instils in young people and it's certainly not what we should be expecting from our leadership. This is not a race against time. We have deliberately set ourselves a period of seven years. Our tactics to enable success are to give us the chance to spend quality time to understand what is expected and to prepare before embarking on the steps [Figure 15 & Figure 16].



Figure 15

Phase 1

Absorbing the implications of the strategy and what is required to implement it.

- Seminars online and in-person to explain and discuss the strategy.
- Ascertain Operators' capacity to undertake steps, level and type of support may be necessary.
- Look to engage strategic partners to assist with consultancy, training, creating template models and plans.
- Create Gantt chart with intent; agree KPIs and targets.

Phase 2

Implementation of plans.

- Schedule of who's going to do what, when, noting not all NAOs will start from the same place at the same time.
- Report and review progress.

Phase 3

Monitor and report progress of current strategy; begin process of developing the next.

To achieve maximum buy-in to the strategy, we realise that we are expecting much from our National Boards in particular. For some, the learning curve and the implications will be great, so we anticipate a period for ascertaining everyone's capacity to undertake such a challenge and how much support may be necessary.

We will be looking to Operators who have or nearly achieved critical mass to provide encouragement as well as sharing their experience by acting as mentors for those seeking guidance.

Our Operations Managers at the Foundation will work with Operators closely during all the phases so that we can build an accurate picture of understanding, commitment, intent and progress. The information will enable us to adjust our expectations and, if necessary, the tactics we employ to implement the strategy successfully.

There will need to be a cycle of information from our grass roots to our leadership and back again. Coordinating this and tracking our efforts will rest with a steering group. They will also oversee any services that are needed to support the different phases. They will ensure timely reports are passed to the Trustees and IC to reveal the progress and that feedback is provided regularly [Figure 17].



Figure 17

As the strategy is implemented, it will be important that lessons learned are shared through our monthly Association Briefings. This is especially true when it comes to findings from market research. It will be essential that techniques which prove successful are shared, particularly when either selling to delivery partners or positioning The Award within the sector or gaining support and influence.

8.MEASURING OUR PROGRESS

There will be a number of ways of tracking progress and outcomes. Principally this will be through a Gantt chart recording our progress through the steps. While each step has a goal, some will produce Key Performance Indicators [KPIs] by which we can measure progress and success.

Some of these KPIs may be specific to a particular market, others are likely to be generic or common to all of us. These will enable the Association to measure our global progress [Figure 18].

In parallel with this will be the usual collection of annual statistics which will track progress in terms scaling up our reach and widening our access.

The reporting and collation of this information will enable us to see how many are working towards which step, what stage and the changes from the previous reporting period. Generic KPIs and other targets will be produced as the business and strategic plans are formulated. The Steering Group and Operations Managers will have sight of the Operator-by-Operator progress to enable more detailed engagement and, if necessary, support.

Our expectation is that 100% will engage with this strategy and achieve four or more steps. This is why the series of seminars is so important for us all. By Forum 2025, our Operations Managers will return estimates for the numbers expected to achieve five, six or all seven steps.

STEP	PROGRESS REPORT	OUTCOMES
Market Research and Analysis	<ul style="list-style-type: none"> ✓ When initiating ✓ On completion 	Analysis of available market within the sector
Strategic Plan	<ul style="list-style-type: none"> ✓ When commencing ✓ On completion 	Timelines and KPIs, some of which are generic
Business Plan [applying business model results]	<ul style="list-style-type: none"> ✓ When commencing ✓ On completion 	Identify goals in terms of New Entrants, delivery partners or Units, adult volunteers, participants and hence market penetration
Staff Development Plan	<ul style="list-style-type: none"> ✓ When commencing ✓ On completion 	Give an indication of the number of paid staff required
Digital Transformation Plan	<ul style="list-style-type: none"> ✓ When formulating plan ✓ On introducing tool or service 	Number running ORB and other tools or services
Research	<ul style="list-style-type: none"> ✓ When conducting surveys ✓ When conducting Social Value Impact ✓ When conducting another project 	Number engaged in research and what type

Figure 18

9. WHAT SUCCESS LOOKS LIKE – MASTERING THE SKIES

Striving for and achieving critical mass is about significantly increasing The Award’s reach, access, impact and influence; collectively increasing the positive impact on individuals, communities and society. It requires us to take a wholly new approach to how we grow and sustain The Award.

Success will be achieved when the four elements of the “Principles of Critical Mass” are in balance and we’re experiencing positive operational momentum:

- Operational Activity is scaling up the reach and access so that the number of New Entrants and associated delivery partners generates sufficient income from Participant Registration Fees [PRF] and Operating Licence Fees [OLF] to counter-balance operational Staffing and Expenditure.
- Strategy and Effectiveness is what drives the organisation forward with a clearly articulated vision and a well-developed, evolving strategic and business plan to achieve it and can demonstrate the difference it is making so that it counter-balances the effects of poor Profile and Perception.

Achieving and sustaining critical mass is not a case of ‘at all costs’, but it will have entailed securing delivery partners able to reach and engage significant numbers of young people

Our leadership within our National Boards will have grasped that a different mindset is required to drive such a strategy, that they needed to acquire new skills within their staff and that a more dynamic and ambitious approach was necessary by all.

Mastering our Own Destiny – enhanced services

Operations overseeing multiple relationships; balancing income from operations versus costs of operations managers.

Development, Marketing & Communications more sophisticated use of media to inform and maintain relationships with multiple stakeholders, including alumni.

Digital & Research gathering and analysing data for research, conducting surveys, producing management information and reports, especially statistical.

Finance & Administration enabling the senior leadership team and board to oversee the business and plan ahead by providing essential management and governance support.

We will be running a more complex business with an organisational structure delivering an enhanced variety of interrelated services. Fully digital, we will be run more effectively, be better connected and have a heightened presence in the market [Figure 19].

Figure 19

By changing what we had been doing, we are now flying. Reaching for and achieving critical mass gives us a greater presence in the market, but positive operational momentum gives us an upwards trajectory where we can enjoy a growing share of the market [Figure 20].

Positive Operational Momentum

Easier to encourage new starters.

Parents and adults become more supportive.

Delivery partners become more receptive.

Multiple Leaders or volunteers in a Unit assure succession.

Figure 20

10. REACHING FOR THE SKY

– SUMMARY

The title of our strategy Reaching for the Sky is inspired by the story of Douglas Bader's struggle to overcome extraordinary odds to achieve his ambition to fly again. It encapsulates the Association's own struggle to beat the odds and to embark on a concerted effort to grow to a point when we believe each of us can achieve critical mass. Once reached, it will generate positive operational momentum for their ongoing and sustained growth.

Our ambition for The Duke of Edinburgh's International Award is a desire to deliver the leading achievement award for Non-Formal Education and Learning and a belief "that every eligible young person regardless of their circumstances will have the opportunity to participate in The Award."

Achieving this is no small task especially in the face of some extraordinary odds, chiefly our very low penetration of the desired market. If we are to alter this outcome, then we must do something different to what we are currently doing and stay true to our common purpose to advance the adoption and effective administration of The Award and our common goal to deliver the best possible experience to the most number of young people.

Striving for critical mass in each territory will change the way we approach market penetration as we endeavour to balance four competing forces. By increasing operational activity and resultant income to counter staffing and expenditure it should be possible to achieve financial sustainability. This requires a well-thought-through, aspirational, confident strategic plan and effective business administration to drive the operational growth which counters low or poor profile and perception as well as strains in hiring quality staff.

While a common strategy, each of us is able to plan our own journey, taking into account local factors, to achieve our own determined point of critical mass. The course and steps to get there will be common to all; the how will vary. This is not growth for growth's sake; it has purpose and reasons. Individually and collectively, we have to create the conditions needed to reach positive operational momentum to sustain our growth and development and put us on a trajectory towards an ever increasing share of the market and our ultimate ambition of universal access.

We are giving ourselves until Forum 2025 to fully understand what is meant and required by critical mass before embarking on generating specific plans and timeframes. Over the next 5 years or more, we will report progress against our own performance indicators. The collated figures from across the Association will help us to track progress against intended outcomes. This is how we prove to ourselves and to others that we can scale up and can achieve our objective. In doing so, we will reinforce and enhance The Award's brand, our values and ethos.

This journey is described as being like learning to fly. We can compare ourselves to an iconic aircraft: brilliant, but not much good stuck on the ground. It needs to be in the sky where we can appreciate its power, agility, reliability, relevance and impact. Essentially, if more value its contribution and admire its beauty they will want to see one, touch one, have one. Douglas Bader went on to become one of the RAF's top aces. We, like him, can achieve our ambition, we just need to enable The Award to take flight and for that we all must Reach for the Sky.

SUMMARY OF SUPPORTING ACTIONS

There are a number of actions in support of the strategy which have been identified through this exercise and brought together here for ease of reference [Figure 21].

Notes

1. Agreeing who is meant by “At Risk” and “Marginalised” is crucial to demonstrating our reach, access and impact i.e. that we are open to all.

2. Gamification: the design of Apps that users want to open and check at least once a week; that have an emotional pull; that are needed and wanted. i.e. users of ORB and Intaward Community should feel a sense of belonging to the Award family; the tools or apps are a friend and ally; convey sense we are with them on their journey; always interested, encouraging and empathetic.

3. The Foundation cannot commit resources to develop digital tools and services if only a few are willing to use them.

Research	collectively need to agree who is meant by “at risk” and “marginalised”, ¹ need to introduce the means of capturing the data for “at risk” and “marginalised” through our digital tools, especially ORB.
Digital	evolve tools and services to create a frictionless environment for users, improve the gamification of some tools, ² accelerate their adoption by all NAOs to make such an investment worthwhile. ³
Tools and Resources	need to make better use of them, conduct an audit to ensure they are fit for purpose and relevant to current circumstances, use this exercise to bring them to greater attention.
Funding	adapt <i>International Special Projects</i> to support more modest elements, such as digital transformation or market research, review integration of the <i>Founder’s Fund</i> with the Operations team to better support such organisational change.
Strategic Partners	ensure the courses offered by the Herriot Watt Business School include modules that will develop the right skills, potentially increase the number of places, seek informed advice to assist with the implementation of digital transformation, <u>modelling</u> and market research, seek appropriate funding partners to assist with the delivery of key aspects of the strategy.
Foundation	adapt support to Operators to provide the necessary advice to implement the actions, continue to manage and review licensees as well as respond to new enquiries, develop a demonstrable business model as well as template plans to assist Operators with generating their own business and strategic solutions.

Figure 21



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