

**FUTURE DEVELOPMENT OF THE
WALES YOUTH WORK PARTNERSHIP**

CONFIDENTIAL TO:

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This paper has been prepared by the Chairman of the Management Committee following a meeting with representatives of the Partnership's four partners. Whilst it does represent the broad consensus achieved at that meeting, it cannot be taken, at this stage, to have the endorsement of all four partners.

Ideally, the Chairman would have wished to be in office for a greater time prior to the presentation of ideas for the future development of the Wales Youth Work Partnership, but in the light of the requests received from the Minister of State and others, it was decided to go ahead at this early stage.

1. Introduction

1.1 The Wales Youth Work Partnership has no intrinsic value as an organisation, and is deserving of public support only in so far as it facilitates a greater understanding and a higher level of practical co-operation amongst all the agencies, both statutory and voluntary, which seek to serve the young people of the Principality. In turn, the agencies can only be of genuine social value if they assist the physical, social and moral transition of their members from childhood to active citizenship.

1.2 Hence, there needs to be a consensus on the overall aim of the Youth Service, and the definition by Sir John Maude at the inception of the Service as we know it today still seems valid:

"To offer individual young people in their leisure time the opportunities of various kinds, complementary to those of the home, formal education and work, to discover and develop, and thus to better equip themselves to live the life of mature, creative and responsible members of a free society."

Such an aim may be paraphrased, at least in part, by two more modern definitions:

- a) to help young people to want what they need; or*
- b) to take young people from where they do not quite know they are to where they never expected to go*

1.3 If it is agreed that the Youth Service practice should be informed by such ideals then surely those entrusted with leadership should not underestimate the quality and the potential of the young people who voluntarily enter into their charge, should not pass on their personal failings or inadequacies to those who they are supposed to guide, nor seek 'to be one of the lads' (or girls). The youth worker's prime duty is to create an ambience in which as many of the young people as possible are encouraged to achieve their own best potential.

- 1.4 Prior to listing a series of objectives to be achieved by WYWP if it is to play its part fully in making the Youth Service in Wales more effective and representative on behalf of its clients, it will be useful to look at its progress to date.
- 1.5 Certainly the manner of WYWP's creation seems to have been, to say the least, insensitively handled, and left many of its intended beneficiaries, both voluntary and statutory, disenchanted and resentful. Maybe such perceptions were not entirely justified, but in dealing with people perceptions have great force and resonance, and have to be taken into the reckoning. It may now be said, however, that much of the suspicion and near hostility which followed WYWP's establishment has not only been dissipated, but largely replaced with a spirit of willing co-operation. Such a radical change for the better arose out of the social skill and professional competence of the Training and Development Adviser allied to a generous and far-sighted willingness 'to see the woods for the trees' on the part of a number of key figures in the voluntary and statutory sectors.
- 1.6 On the positive side WYWP has already established or achieved:
- a) a well attended and motivated Management Committee
 - b) working groups which give a genuine impetus to policy and practice
 - c) satisfactory relationships with LEAs and voluntary bodies
 - d) a substantial training programme
 - e) a new, regular bilingual publication for youth workers and an
 - f) a library of books, periodicals and training materials available on loan to youth workers
 - g) a sound basis for its future development as an economical and effective resource base

1.7 It has yet to succeed in:

- a) establishing an entirely successful professional relationship with CWVYS
- b) developing the full degree of confidence required to enable a full and substantial interaction with other national agencies because of its equivocal organisational status and inadequate resource base
- c) creating a truly authoritative presence in the Principality, partly because of its 'being under review' for a lengthy period or time

1.8 The time now appears opportune for a major, significant development in WYWP's constitutional and resource progress. Some practical and public manifestation in resource allocation terms to coincide with the appointment of a new Chairman, and, in keeping with the recently apparent increase in governmental interest and goodwill, would have benefits totally out of proportion to the size of the additional resources required. It is in that spirit that the following proposals are presented for consideration.

2. The Legal Basis for the Partnership

2.1 The Partnership has had a problem with its identity since its inception. Its governing instrument is a Financial and Administrative Memorandum agreed between the Management Committee and the Secretary of State for Wales. Whilst it receives grant-aid directly from the WOED, its staff are employed by CWVYS, which is also responsible for the rent of premises. CWVYS is itself, in law, an unincorporated association. As such, it cannot enter into contracts as a corporate body. CWVYS' contracts of employment, therefore, and, for example, contracts with suppliers, are entered into by the officer of CWVYS who signs each

contract. This is not a satisfactory foundation for an organisation like the Partnership.

2.2 The preferred solution to the problem would be to establish the Partnership as a Non-Departmental Public Body. Should that not be possible in the immediate future the minimum requirement would be to establish the Partnership as a corporate body. Legal advice will need to be taken, but it may be worth exploring the advantages of obtaining the status of a company limited by guarantee, and consequently applying for charitable status. In any case, immediate action of some kind is an urgent necessity.

3. The Relationship between the Partnership and CWYS

3.1 It is a known fact that the present operation of CWVYS has led to there being a genuine concern in respect of its efficacy as the voice of the voluntary bodies in Wales. Such concern is not only to be found in WOED and WYWP, but also amongst certain of the organisations which are served by CWVYS.

3.2 It is unfortunate that a sharing of office facilities and staff between CWVYS and WYWP has led to the latter organisation's being involved directly in CWVYS' troubles. Although there were good reasons initially for such a sharing, in hindsight it is quite obvious that the benefits derived may now well be outweighed by the very real disadvantages which have emerged.

3.3 WYWP is already (even though it has yet to reach its full potential) too valuable a resource for the Youth Service in Wales to continue to be faced by a situation in which too much time and energy is expended on the

internal problems of CWVYS.

3.4 There would be obvious and great merit, therefore, in a speedy physical separation of the two agencies which would leave CWVYS in a position identical to that of any other partner in relation to WYWP, but would also make it imperative for the Management Committee of CWVYS to put their house in order as soon as possible.

3.5 The complete separation of CWVYS and WYWP in staffing and accommodation terms is the much preferred option, not only because it would help to solve the CWVYS problem (and WYWP's problem by association), but also because it would be seen to give WYWP a total independence in having an identical relationship with both the voluntary and statutory sectors. Proximity and staff sharing, as at present, is bound to influence the perceptions of the Partnership in each of the two sectors and, in a very real way, impairs the essential balance of the overall relationship.

3.6 The preferred option would have its costs. If, unfortunately, these were not to be forthcoming from the WOED a second, much less desirable one, may be envisaged. It would involve a reversal of the present arrangement with WYWP becoming CWVYS' landlord and paymaster on behalf of the WOED. To facilitate this WYWP would have to possess corporate status.

4. Objectives and Targets

4.1 Accompanying this paper is a draft statement of objectives and targets for 1989/90 set out in the form of Action Plans. These describe the Partnerships areas of activity in five headings:

Management and Development
Financial Management
Training
Information and Publications
Promotions

The plans identify within each of these activity areas.

Objectives
Outcomes and Benefits
Methods and Resources
Performance Indicators
Targets

This is a preliminary planning statement and will be approved or modified by the Management Committee at its meeting on 20 March.

- 4.2 Within each of the activity areas a manager is identified, as is the committee/group within the organisation which is responsible for supporting staff and ensuring satisfactory implementation. The plans have implications for staffing and resources.
- 4.3 To achieve the plans for 'management and development' 'financial management' and 'training', requires two staff members to replace the one existing post of Training and Development Adviser.
- 4.4 To achieve the plans for 'promotions' requires, at minimum, a budget to employ, on a contract basis, a marketing specialist to work on exhibitions and displays, writing and designing promotional materials, providing advice and consultancy to youth work organisations.

4.5 To provide adequate support services for the professional staff, the minimum requirement is that the Clerical and Administrative post is regraded to Administrative Officer and an additional post is created for a Receptionist/Telephonist/Typist.

5. Staffing and Resources

5.1 The proposed new staffing structure is:

Director

1

i contract work on accountancy, '
j legal and financial services ,'

Training Officer

1

Information/Publications Officer

i
| contract work on promotions i
j and research for publications J

Administrative Officer

Receptionist/Telephonist/Typist

5.2 The additional staffing and other resource costs which can be calculated at this stage are:

- i) Training Officer, Soulbury Main Range, 18,900
plus NI and superannuation

Travel costs @ £300 per month

3,600

- ii) Regrading Clerical and Administrative 1,150
Assistant to Administrative Officer from JNC Scale 2
to Scale 4 (pt. 18) plus NI

- iii) Appointment of Receptionist/Telephonist/ 6,850
Typist on JNC Scale 1 (pt. 7) plus NI and
superannuation

- iv) Travel and subsistence costs for additional 2,000
activity of new Chairman and future appointment of
vice-Chairperson

5.3 Additional costs incurred for contract work on legal and financial advice, promotions and research for publications have not at this stage been calculated.

5.4 Additional capital costs for equipment upgrading, furniture and desk-top publishing facilities have been discussed with WOED and will be submitted separately.

5.5 The cost of relocating the office, should this be approved, will require detailed examination.

Wyndham Heycock
Chairman

23 January 1989

Admin provides back-up services to all other members of staff at all levels which means that this action plan encompasses support work for all the others, (ergo where would the Partnership be without the admin section)

What we are talking here is superlative secretarial systems and astronomical administration - no mean achievement!

This action plan sounds like a simple set of secretarial procedures - I'm sure I do more than this!

ACTION PLANS 1989/90

ACTIVITY: Office Services

MANAGER:

RESPONSIBLE GROUP: Management Committee

1. OBJECTIVES

What will the Partnership achieve as a result of this activity?

- i) Effective admin/clerical/reception facilities to support the organisation in executing its responsibilities effectively and efficiently
- ii) Support of the day to day work of the Partnership by the provision efficient office services

2. OUTCOMES AND BENEFITS

Which groups will benefit, in what way, from this activity?

Young people, youth work organisations, youth workers and officers, the general public and the Partnership will benefit from having:

- i) A well run and efficient office base providing effective back-up services at all levels
- ii) Increased efficiency through the use of modern technology

3. METHODS AND RESOURCES

How will these benefits be secured?

- i) By the deployment of appropriate staff with responsibility for the day to day running of the admin base
- ii) By the provision and maintenance of appropriate office facilities and equipment
- iii) By regular team meetings to share information, plan workload and provide support to staff
- iv) By the provision of back-up services in all areas of Partnership work

4. PERFORMANCE INDICATORS

What indicators will be used to assess whether or not the results have been achieved?

- i) The level of satisfaction expressed by other Partnership staff members and external contacts, with the services provided to them
- ii) The consistent production of good quality work within specified deadlines
- iii) The regular maintenance of property and office equipment
- iv) The provision of stationery and office supplies at an adequate level

5. TARGETS

What target levels of performance are expected?

- i) Efficient back-up services to be provided at all levels
- ii) Property and equipment to be kept in good working order and faults/breakdowns to be attended to as quickly as possible
- iii) Stationery and office supplies to be kept at an adequate level