

# Management Issues for the 1990s

## THREE MAIN AREAS OF DEVELOPMENT

1. Government focus on youth service



Curriculum debate



Search for efficiency - cost effectiveness



Introducing a new language to the youth service

2. Impact on the youth service of Community Education

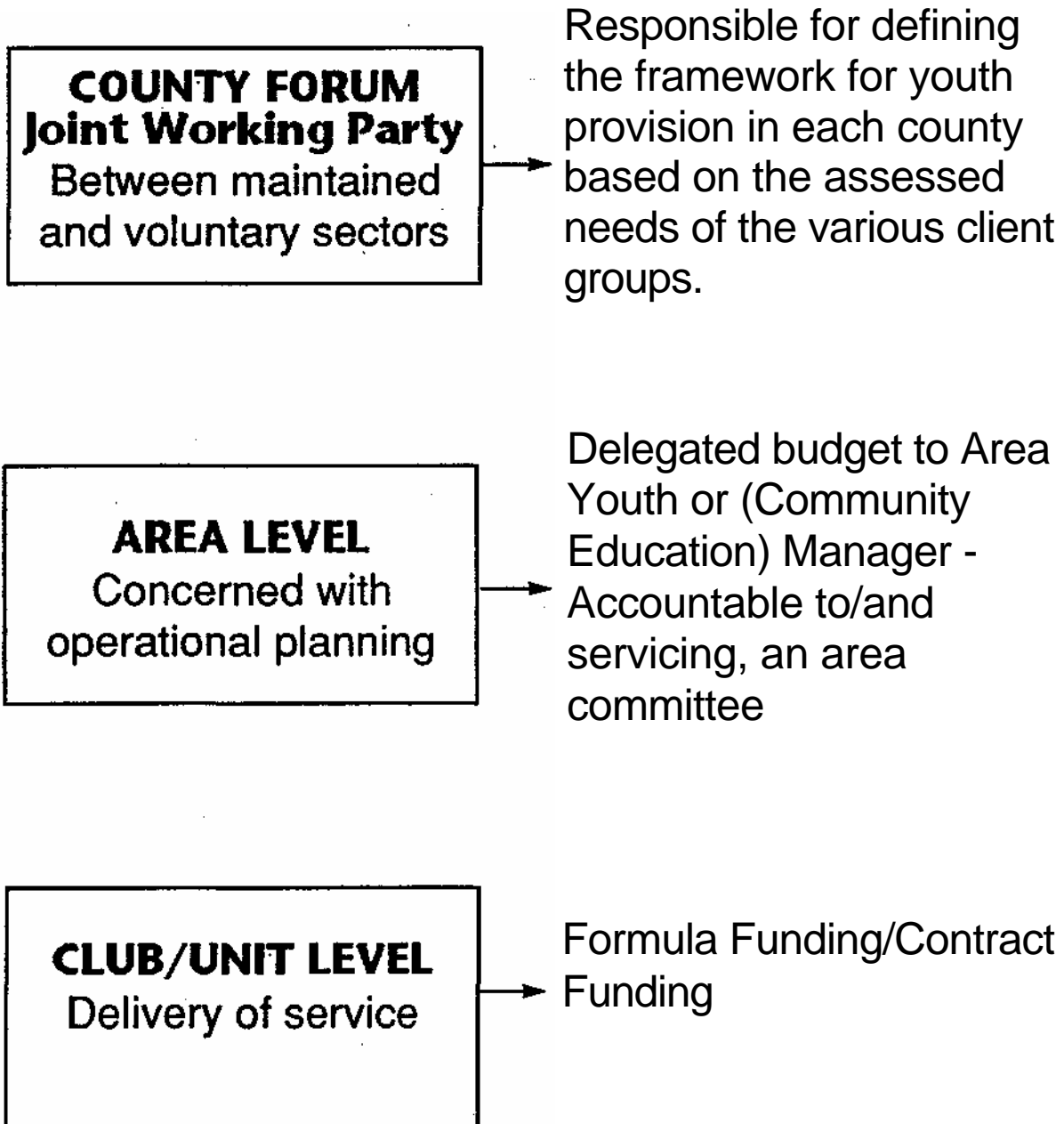


diluted service in terms of human and financial resources

3. Management issues for the 1990s

Coopers & Lybrand, Deloitte report

# Management issues for the 1990s



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## STRATEGIC PLANNING

The management process under discussion is strategic planning - but the major theme is partnership/ By strategic planning of the youth service we mean higher level decision-making which:

defines the overall framework for youth provision

assesses the need for different types of provision

establishes priorities and objectives given resource limitations

allocates resources for different types of provision in accordance with priorities

this is to be contrasted with operational planning which is lower level decision-making concerned with how resources allocated might best be used to maximise the effectiveness of local delivery.

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## RESOURCE ALLOCATION AND DELEGATION

How should the respective size of area budgets be determined? There are several possibilities:

Simple division of the available budget by the number of areas. This would take no account of need and might be ruled out as simplistic.

Historical spend in each area. This would be attractive in the short term since there would be no "losers". But this approach does not take need into account and would not be seen as a step forward.

Assessment of need. This would command respect but would be more complex to calculate and would be resented by "losers".

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## RESOURCE ALLOCATION AND DELEGATION

What factors might be used to define need? The main possibilities are:

numbers (presumably of young people in the target age range, and probably weighted in some way)

geographical size (possible with weightings for rural areas and areas with particularly difficult transport and communications patterns)

socio-economic factors

language and culture (with weighting for areas with significant demand for dual language or specialist provision)

premises (by size and/or condition)

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## RESOURCE ALLOCATION AND DELEGATION

Although it will be for each area committee to decide on the best approach to organising its affairs **we suggest that it may find it useful to adopt the techniques of business planning.**

The origins of this approach lie in the private sector but it is increasingly being used to good effect in areas of the public sector. Common steps in business planning for the youth service might be:

- deciding local aims and objectives in the light of the county plan.
- analysing the local environment in which the service operates and any changes taking place (e.g. in terms of demography, legislation, preferences of young people)
- assessing the strengths and weaknesses of the service
- assessing the performance to date of present providers
- estimating the resources (both human and financial) available from various sources
- deciding the local plans for the service in the light of the above and then identifying the actions to be carried out (and who does what, by when), including the training required
- determining the results required, the targets to be set and the ways in which progress will be monitored and evaluated.

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## RESOURCE ALLOCATION AND DELEGATION

Greater coherence is required between allocations of grants to voluntary organisations at both national and county levels.

Area budgets should be allocated through use of needs-based formulae.

Club and project budgets should be negotiated on a contractual basis at the area level.

The county youth service should enjoy delegated powers as extensive as LMS schools.

The area is the right level for operational planning.

These strategies are applicable to an integrated community education service but are difficult to implement unless other components adopt the same model.

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## MONITORING AND EVALUATION

We think that the future monitoring and evaluation of the service should be characterised by the following features:

- A move towards self-evaluation at the club/project (and area) level as the cornerstone for quality assurance (i.e. a "bottom up" process).
- The development of a more comprehensive information base on the clients of the service and provision offered,
- A distinction between the monitoring and evaluation of provision and the appraisal of staff (e.g. staff may be working conscientiously but the output may not be satisfactory. This would raise questions on the strategies being adopted).
- A greater role for managers and advisers and facilitators to self-evaluation processes.
- Compatible approaches across the voluntary and maintained sectors.
- The development and use of performance indicators at all levels of the service

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## RESOURCE ALLOCATION AND DELEGATION

If a system of contractual funding exists, the uses to which funds are put would be monitored through the contract between the authority and the individual club or project.

Future funding would be dependent on adequate performance against targets.