

CHAPTER 12: SUMMARY OF RECOMMENDATIONS

We here recapitulate the recommendations which we have made in each chapter, grouping them under headings which indicate their nature and purpose.

CHAPTER 5: CRITICAL APPRAISAL OF THE YOUTH SERVICE

Tasks and Methods

- 1 The Youth Service has the duty to help all young people who have need of it. (5.2)
- 2 The Youth Service's task is to provide social education. It has developed specific methods of working, including the experiential curriculum, voluntarism, a non-authoritative relationship between workers and young people, and encouraging young people to participate in decision-making. All these modes of operation should be brought into play. (5.5–5.6)
- 3 LEAs and voluntary bodies, in partnership, should ensure a more equitable geographical spread of Youth Service provision. (5.12)
- 4 Provision for the over-16s is an urgent requirement. (5.13)
- 5 Participation by young people should be strengthened at all levels—in activity groups, clubs, local affairs, national youth organisations and at the national and international levels. It may follow a variety of patterns. (5.19–5.22)
- 6 An assured place should be given to provision of information, advice and counselling within planning of local provision. The providing authorities should give thought to this, and ensure that funding is on a regular and systematic basis. (5.28–5.29)
- 7 Community involvement should be available for all young people with maximum freedom of choice and opportunity. (5.33)
- 8 The provision of political education should be a normal part of the Youth Service curriculum, pursued in such ways as to involve active participation. Ways to bring this about include more attention to political education in training courses and active consideration at a national and local level, especially involving management committees. (5.36–5.41)
- 9 Youth workers should build awareness of the international context into their work. (5.46)

CHAPTER 6: CHALLENGE AND RESPONSE

Needs and Other Agencies

- 1 The Youth Service and other services dealing with young people should develop the means of working together. It is the responsibility of management to foster collaborative arrangements with other services, whilst respecting the independence and proper role of each. This will encourage the most effective use of funds, staff and facilities. (6.3–6.10)

2 The Youth Service has an essential role in helping to provide facilities and activities for unemployed young people; in sustaining their social confidence, skills and motivation; and in making a contribution, including the sponsorship of courses, to the planning, delivery and management of the Youth Training Scheme. Provision will be needed for those young people for whom no suitable training is available, who are still unemployed after training, or who find themselves in dead-end employment. (6.11–6.18)

3 Converging aims and methods make it all the more necessary that the Youth Service should contribute to the work and curriculum of schools and colleges. (6.19–6.26)

4 There is a special need for co-ordinated management in the inner cities. (6.27–6.29)

5 In rural areas, attention should be paid to providing equitable funding and appropriate styles of provision. (6.30–6.34)

6 The Youth Service in common with other agencies and services has a duty to combat racism in all its forms. (6.35–6.42)

7 The needs of ethnic communities should be recognised in the planning, management and delivery of local youth provision. (6.43–6.49)

8 The Service should take deliberate steps to ensure that the personal development of girls is not hindered by confused or reactionary attitudes to the role of women in society or by sexist attitudes in the Service itself. The personal development needs of girls in mixed settings may need to be catered for by an increase, for a time, in separate provision. (6.50–6.54)

9 The integration of handicapped young people into the community implies a variety of provision, both integrated and separate. (6.55–6.60)

CHAPTER 7: A YOUTH SERVICE FOR THE 1980s

Objectives, Offerings and Age-Ranges

1 The overall aims of the Youth Service should be seen as affirming an individual's self-belief and encouraging participation in society. (7.3–7.5)

2 The Youth Service needs to acknowledge the need for the spiritual development of the individual. (7.6)

3 The mainstream offerings of the Youth Service by which it will achieve these aims are *association* (a place to meet); *activities*; *advice*, information and counselling; means to *action* in the community; and *access* to vocational and life skills. (7.7–7.13)

4 Local education authorities should continue to have the power to provide, or

to assist other services to provide, for the whole age-group of young people. Statutory duties should embrace the ages 11–20. (7.14–7.18)

CHAPTER 8: STRUCTURES

Management at National and Local Level

- 1 The four basic management functions of setting objectives, assigning roles, allocating resources, and monitoring performance require appropriate structures for their fulfilment at national and local level. (8.2)
- 2 The function of setting objectives for the Youth Service at national level could appropriately be fulfilled by means of legislation. (8.3)
- 3 A Minister should be designated, based in the DES, to co-ordinate the work of all departments which have an interest in youth affairs. (8.4)
- 4 An advisory council should be appointed to advise Ministers on youth affairs. It should consist of a small number of individuals appointed in a personal and non-representative capacity, broadly reflecting a wide range of youth interests. It should be serviced by the DES but have a distinct public identity. (8.10)
- 5 The terms of reference and organisational structure of the National Youth Bureau should be reviewed to enable it to carry out more effectively the tasks of collecting and analysing data about youth affairs and of spreading information about good practice and innovation. (8.17–8.19)
- 6 At local level the local education authority should be recognised as the prime focus for youth affairs and should be given a statutory responsibility for co-ordination in respect of the services of the local authority itself, as between different tiers of local government, and as between local authority services and the voluntary sector. (8.21–8.22)
- 7 LEAs should be given a statutory duty to create machinery to ensure regular and effective communication and consultation with voluntary youth organisations, over the whole field of the four management functions. The precise form of this machinery should not be prescribed: scope should be left for local variation. (8.29–8.31)
- 8 Voluntary youth organisations in an area should take steps to ensure that they have the capability of acting collectively in identifying and working out policy issues and playing their part in a partnership with the LEA. Local consortia, such as the present Councils for Voluntary Youth Services, may be appropriate for this purpose. (8.31)
- 9 In order to function effectively, such a consortium will need administrative and staff support, which may well involve a specific appointment. It should not be assumed that this function will be undertaken by an officer of the LEA. (8.32)

10 We attach importance to the role of local youth councils and to the effective involvement of young people in local decision-making structures. (8.34)

11 At the centre of the local structure there should be a joint committee to which specific functions and powers should be delegated by the local authority. On it, representatives of voluntary organisations, of young people and of the local authority should work together to frame and review policy and to monitor performance. (8.35)

12 Youth Service organisations and personnel should be actively involved in local arrangements for the planning and delivery of the proposed Youth Training Scheme, both as members of local boards and as managing agencies and sponsors. (8.38–8.39)

CHAPTER 9: STAFFING AND TRAINING

Staffing

1 Workers should accept as essential parts of their work both managerial work, involving personnel work and administration, and face-to-face work, involving work with young people and community development. These four functions should be reflected in their training. (9.1)

2 More needs to be done to correct the balance of representation of women and ethnic minorities, especially amongst full-time workers and at officer level. (9.4–9.5)

3 Management should give thought to finding means of easing the problem of maintaining morale among full-time workers in a small and open-ended service, *e.g.* by facilitating transfers and by extending the career structure. (9.9–9.10)

4 Part-timers provide special skills and links with the local community, and have special briefing and supervision needs. (9.16–9.17)

5 Volunteers are a special feature of the Youth Service but their contribution cannot be taken for granted. Special efforts have to be made to recruit and retain them. (9.18–9.21)

Training

6 There is a clear and urgent need for a national supervisory panel to accredit and monitor both initial and in-service training for full-time staff. It should be concerned with supply as well as training. (9.30)

7 Consideration should be given to the acceptance of qualified teachers as qualified youth workers only after an assessment of the training they have undertaken or are prepared to take. The youth option in B Ed courses should be developed and expanded. (9.34–9.35)

8 Urgent consideration should be given to the development of many areas of probation, professional support and in-service training. (9.37–9.40)

9 Mandatory grants should be available for those undertaking a course of initial training for the Youth Service. (9.43–9.44)

10 Training programmes for part-time staff and volunteers should continue to be developed on a local basis, but a moderating and co-ordinating role should be undertaken by Regional Advisory Councils. (9.50)

CHAPTER 10: RESOURCES

1 Comprehensive statistics should be kept on a reliable, consistent and comparable basis for both the statutory and voluntary sectors. (10.1; see also 8.15)

2 The Youth Service should be funded at a high level. Resources should be available to develop work to counter urban deprivation, rural isolation and racism; full involvement in training schemes for the employed and unemployed; more opportunities for girls; and measures to integrate the handicapped. (10.24–10.25)

3 Machinery to monitor the effectiveness of the use of resources should be brought into being as part of the local and national structures discussed in chapter 8. (10.25). It should be standard practice among local authorities to ensure that all resources, whatever the origin of funding, are subjected to proper methods of review and evaluation. (10.26)

4 Funding of the statutory sector should be channelled through the usual policy-making network of the local authority department responsible for the Youth Service, and the growing inequality in funds reaching different areas should be reduced. (10.25)

5 Local authorities should continue to do all they can to support volunteers. (10.27)

6 Local authorities should assist voluntary bodies by maintaining officer support, by making more educational premises easily and cheaply available, and by funding new capital projects or schemes to improve or renovate existing premises. (10.28–10.29)

7 District councils should ensure that youth organisations obtain a fair share of the use of community facilities. (10.30)

8 Voluntary bodies should find funds to ensure that officers are available for management tasks in all regions, sub-regions or counties. (10.31)

9 The DES should make clear the policies which underlie planned expenditure on the Youth Service. (10.32)

10 The DES should make provision in public expenditure plans for mandatory grants for those undertaking initial training courses in youth work. (10.33)

11 The DES should consider extending grant-aid to voluntary bodies to include:

- (a) management at regional and county levels, and projects in managerial innovation (10.34); and
- (b) training, particularly for part-time and volunteer staff. (10.35)

CHAPTER 11: LEGISLATION

Legislation as set out in the annex to chapter 11 should be introduced to define the broad purposes of the Youth Service and give local authorities the necessary powers to employ staff, provide facilities and assist other bodies to this end.

EXPERIENCE + PARTICIPATION (THOMPSON REPORT)

REPORT OF THE REVIEW GROUP ON THE YOUTH SERVICE IN ENGLAND

HMSO 1982

"Facilities provided for young people", as mentioned in (b) and (c) above, include facilities provided for the personal development and welfare of young people by whatever organisation outside the formal curriculum of schools and colleges, encompassing clubs for young people or with young people in membership or including provision for young people, projects working with young people, or other organisations involving young people. Providers may be central government, local authorities (both education authorities and others), voluntary organisations (both national and local), young people themselves and others.

2 Under these terms of reference the Council should expect to have referred to it for comment and advice all major new proposals affecting young people within the responsibilities of the Secretaries of State concerned. It should also be able to initiate studies and reviews of policy, practice and resources, both in the short and the long term, and refer its views to Ministers.

3 The Council would consist of not more than twenty persons appointed part-time for a fixed term in an individual capacity by the Secretary of State for Education and Science, after consultation with the Secretaries of State for Employment, the Environment, Health and Social Security, and Home Affairs. The range of interest and experience from which members would be drawn would include local authorities, voluntary organisations associated with young people, young people themselves, associations of professional and specialist staff for provision concerned with young people, and association of employers and trade unions. The composition of the Council should strike an appropriate balance between different age-groups, ethnic groups, and men and women. Assessors to the council would be nominated by the major administrative departments concerned, viz. Education and Science, Employment/MSc, Environment, Health and Social Security, and the Home Office.

4 The Chairman would be an independent person appointed part-time by the Secretary of State for Education and Science, subject to the same consultations as for members.

5 The Council would be serviced by a publicly identifiable administrative unit staff from the DES to be called the [Office of Youth Affairs].

CHAPTER 9: STAFFING AND TRAINING

The tasks undertaken by adults in the Youth Service: face-to-face work and management. The general pattern of Youth Service staffing: the unique mixture of full-time, part-time and volunteer staff; the representation of women and ethnic minorities. Status of the profession. Full-time workers and officers: career considerations. The role of part-time staff. The crucial contribution of volunteers.

Training for youth work: survey of present arrangements, and of the critical issues raised in evidence. Need for a national supervisory body to assess and monitor both initial and in-service training; brief consideration of some of the issues which such a body should examine and review. Training for part-timers and volunteers: need to monitor and moderate local systems.

9.1 In the course of our enquiry we have met many of the men and women who work in the Youth Service—the youth workers, full-time and part-time, the officers, and the volunteer workers. We wish to pay tribute at the outset to the energy, enthusiasm and commitment which they bring to their varied roles, often in the face of much discouragement. In fact one of the first points to note about the work of the Youth Service is that it is both various and demanding. As the foregoing chapters will have made clear, the tasks which adults perform in the Service cover a wide spectrum, including both face-to-face work and management work as follows:

Face-to-face work

- (1) work directly with young people in providing social education, *i.e.* assisting them with their personal development through counsel and encouragement, organising activities and helping the young to organise their own activities, providing a supportive presence, and so on;
- (2) development work with communities, helping both young people and adults in the neighbourhood to identify their needs and to create for themselves the means of meeting these needs;

Management work

- (3) work with other adult staff, full-timers, part-timers and volunteers, in varying capacities including being colleagues in a team, participating in collaborative activities, leading and directing, supervising and training, and so on;
- (4) administration and finance, whether concerned with youth work in general in an area, or with a particular centre or project, including the preparation and processing of plans and budgets, consultation with management and other committees, the care and maintenance of premises, and all the paper work and telephoning that these processes inevitably involve.

These are only the main divisions: there are many variants and specialisms, but in one way or another these four types of work find their place in most job descriptions in the Youth Service. We turn now to consider, first, the various