

NORTH LANARKSHIRE COUNCIL

REPORT

To: Policy and Resources (Community Development) Sub Committee	Subject: Development of a Strategy for Young People - Update
From: Chief Executive	
Date: 6 November 1998	Ref: CE012/003/012

**1.0 Purpose**

1.1 The purpose of this report is to update the Sub Committee on the development of a strategy for young people.

**2.0 Background**

2.1 At the meeting of the Policy and Resources (Community Development) Sub Committee 21 January 1998 approval was given for the establishment of a Member/Officer Working Group to progress the development of a Strategy for Young People.

2.2 The Member/Officer Group has met on a number of occasions to agree and undertake a programme of consultation with those groups and individuals identified as key players in the development of a Strategy for Young People.

2.3 The Officers involved in the Working Group have been working towards identifying the most appropriate methods of consultation and a report, with options, was presented to this Sub Committee at its meeting of 26 August 1998 and the following consultative mechanisms were agreed.

2.3.1 A one day 'Open Space Event' for Youth Work Practitioners

2.3.2 A two and a half day 'Future Search' Conference

2.3.3 A Conference for Young People

**3.0 Update**

3.1 The Open Space Event took place on Thursday 19 November 1998 at Motherwell Concert Hall between 9.30 and 5.00pm. The objective of this event was to bring front-line staff from key Council Departments and from external partner agencies together to highlight and prioritise the key issues affecting young people in North Lanarkshire. Information on the methodology of this event is appended as 1. A further report will be presented at the 20 January 1999 meeting of the (Community Development) Sub Committee.

3.2 As a result of debate and the priorities identified at this event a further Open Space Event aimed at young people is being organised for early January of 1999. It is envisaged that this additional event will cost approximately £3,000.

3.2.1 The priorities from both Open Space Events will be fed into a Future Search Conference which is scheduled to take place from Friday 22 to Sunday 24 January, 1999. A timetable for this Conference is appended as 2. The objective of this event is to pull together sufficient information from key stakeholders to draft a Strategy for Young People to be presented to :

3.2.2 A Conference of Young People, on a date to be confirmed in March 1999 to discuss and ratify the draft Strategy. From this Conference the draft Strategy will be presented to the Sub-Committee in May of 1999.

#### **4.0 Costings**

4.1 The Council has established a partnership with the Lanarkshire Health Council who have received funding from the Scottish Office to undertake consultation relating to Young People and Health. As part of this partnership approach the Health Council has agreed to part fund the consultation process.

#### **5.0 Conclusion**

5.1 Progress towards development of the Strategy for Young People is ongoing the next stage being an Open Space Event for Young People in January 1999.

5.2 The Officers meet on a regular basis and report back to the Member/Officer Group for development of a Strategy for Young People.

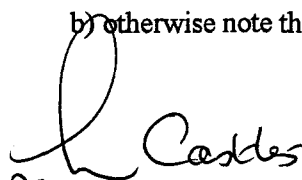
5.3 A further progress report will be submitted to the Policy and Resources (Community Development) Sub Committee at its meeting of 20 January 1999.

#### **6.0 Recommendation**

It is recommended that the Sub-Committee:

a) authorise the expenditure as detailed in paragraph 3.2; and,

b) otherwise note the content of this report.

  
Mr. Chief Executive

## OPEN SPACE TECHNOLOGY

### 1.0 WHAT IS OPEN SPACE

- 1.1 Large Group event for between 10 to 500+ people which can take place over one hour up to three days, developed in 1982 by Harrison Owen.
- 1.2 Validated in scores of organisations in 48 countries including the following organisations: UK- National Health Service, The Engineering Council, BBC, Heriot-Watt University and Performing Arts Department (Glasgow CC); US- University of Kentucky Center for Rural Health, World Bank, Antioch University's graduate Management Program and Supply and Services (Canadian Federal Government).
- 1.3 All participants are together in one room for the duration of the event.
- 1.4 Open Space is at its most powerful when nobody knows the answer and all participants need to deal with questions.
- 1.5 Open Space events are intended to be a safe space for people to contribute to discussion and debate.
- 1.6 Open Space offers the opportunity for a bottom up change process with meaning, because people put energy behind things that mean something.
- 1.7 Driven by individual experience and responsibility.
- 1.8 It is intended that through participation this will lead to commitment and ownership of the development of a Strategy for Young People.

### 2.0 HOW DOES IT WORK

- 2.1 Sponsor sets theme. In this case North Lanarkshire Council Developing a Strategy for Young People.
- 2.2 Sponsor invites participants and sets diversity.
- 2.3 Participants create own agenda under the theme and therefore own it, convening 1 or 2 hour sessions over a burning issue (feel strongly and want to do something).
- 2.4 Others select group with issue of importance to them (voluntary self selection).
- 2.5 Usually start with issues/opportunities then actions and vote on priorities.
- 2.6 Follow-up making things happen through on-going self help groups and/or management response to convert energy into action and sustain momentum. The follow-up in this case will include a two and half day Conference in January for 'Key Stakeholders', Young People, Policy Makers, Politicians, Frontline Staff etc.

### **3.0 WHAT ORGANISATIONAL APPLICATIONS?**

3.1 Bottom-up input to strategic plan on future direction/vision, urgent issues and opportunities.

3.2 Identify and respond to issues /opportunities followed by actions and priorities for the following important areas:

**1. Client care**

**2. Delivery channels**

**3. Service quality**

**4. Innovation**

3.3 Structural issues across functions and teams

3.4 Anticipate change or flexible response to change

### **4.0 WHAT ARE THE BENEFITS**

4.1 Unique opportunity to contribute to strategy development.

4.2 Access collective creativity and wisdom of all the people involved in the issue from inside the Council, as well as invited people from outside.

4.3 Open new communication channels and networks leading to more innovation.

4.4 Management harnesses energy, creativity and motivates everyone in the organisation, gaining the ultimate in effectiveness.

For more information on how open space technology can help create a better future for your Organisation, please contact

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## Focusing on Participative Methods

### What some of our clients say:

**W**e are in a revolution as the knowledge era unfolds! As information and communication technologies increase the pace of change, the demands on organisations and communities to be fluid, flexible and adaptive are very powerful. The world is becoming too dynamic and complex for a few people at the top to manage it.

Now, more and more emphasis is being placed on harnessing the collective knowledge and skills of the people within the organisation. We know, from experience, that many attempts to implement change have not been optimal. Our existing paradigm, which holds the power at the top and uses a 'tell and sell' approach, frequently fails to change the behaviours of others.

Newer approaches, from a mindset of 'co-creation', are proving more successful in generating the real participation and involvement which lead to genuine commitment and ownership. We give some examples here.

#### Search Conference The Cumbria Voluntary Sector

After failing to engage the local council in a joint conference to explore the implementation of a new Voluntary Sector strategy launched by the Council, the Voluntary Sector decided to go it alone. Over 60 participants from voluntary organisations, carers and service users including those with learning difficulties, the profoundly deaf and wheelchair-bound, came together to determine how they could work more effectively together.

"The planning group were fully involved in the planning of the event. The way in

which the facilitators worked throughout the two days was excellent. We had tried to include everyone but the amount of written matter excluded people with visual impairment.

There is an energy, enthusiasm and commitment to work together that wasn't there before the event. People in the voluntary sector have realised their own worth and value of the sector in its own right - The Future is Ours"

*Janice Wilson, North Cumbria  
Voluntary Sector Steering Group*

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#### Future Search Conference Glasgow Caledonian University

Over 50 participants, including lecturers and administrative staff, past and present students and local employers came together to explore creating an MBA programme for the millennium. The group faced practical issues regarding approval of programmes as well as continuing to meet the changing needs of students and employers.

"Many thanks for your important contribution to the indefinite approval granted to the Part Time and Full Time MBA Programmes with what were fairly minor requirements and recommendations.

The most significant change is the reduction in the length of the full time programme from three and a half years to three years.

The revised programme very much emanates from the very useful discussion and debate we had in the various groups about the structure and content of the programme.

Everyone has proffered sound advice and put in a lot of time and effort. Again thanks, it was you who gave us the sound start".

*Allan Kinross, MBA Programme Director,  
Glasgow Caledonian University*

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## NORTH LANARKSHIRE FUTURE SEARCH CONFERENCE

FRIDAY 22 - SUNDAY 24 JANUARY

Schedule/Timetable of Activities**Day 1****Evening**

- Focus on the past
- Focus on the present, external trends

**Day 2****Morning**

- Continued - trends
- Focus on present

**Afternoon**

- Ideal future scenarios
- Identifying common ground

**Day 3****Morning**

- continued - confirm common ground
- Action Planning

**FRIDAY****18:00**

Registration, Introduction and Buffet  
Welcome by Leader of Council; Introduction by facilitators  
Overview, agenda, ground rules, dynamics

**19:00**

Reviewing the past, Time Lines

**19.45**

Present Trends - external  
Small group discussions  
Mind mapping  
Individuals identify areas of concern, and vote for priorities

**20.45 - 21.15**

Conclusion of this evening

**SATURDAY****09:30**

Group reconvenes - coffee on arrival  
Whole Group discussion on Mind Map

Continue Present trends  
Four minute report back

Groups Discuss individual achievements, regrets  
Report back to large group

**12:30 - 13:30**

Lunch

**13:30**

Return to mixed groups  
Ideal future - Planning - What will Young people in the Year 2020 be like ?

**15:00**

Ideal Futures Presentations

**16:30**

Common Ground on the Future

- What in the future - for young people
- How do we work towards it?
- What are the differences that the group can't resolve ?

The lists from the groups are then merged into one comprehensive list.

**17:30**

Finish of day

**SUNDAY****10:00**

Large group meeting  
negotiating and bargaining for actions

**10:45**

Action Planning:  
Round 1 - in Stakeholder Groups  
Round 2 - in Self Selected Groups  
Round 3 - (possibly) into different Action Planning Groups

**13:30 - 14:30**

Lunch

**14:30**

Report back in whole group  
Progress reports

**15:30**

Closing ceremony - End of Conference

# NORTH LANARKSHIRE COUNCIL

## Strategy for Young People

### Open Space

- 09:15 Registration and Coffee
- 09:30 Welcome from Convener, Assistant Chief Executive
- 09:35 Introduction to Open Space
- 09:55 Call for Issues - Young People
- 10:30 Issue Section No:1
- 11:30 Issue Session No:2
- 12:30 Lunch
- 13:30 Read outs from Issue Sessions
- 14:00 Call for Action Sessions
- 14:30 Action Sessions and Priorities Section
- 15:30 Read outs from Action Sessions
- 16:00 Voting on Priorities
- Coffee Break
- 16:45 Results of Vote on Priorities
- 17:00 Closing Ceremony
- 17:30 Closing Remarks
- 17.35 END