



HUMAN DEVELOPMENT IN THE EIGHTIES

A report on the Glasgow "Regional" Consultation
13th - 22nd March, 1981
The Institute of Cultural Affairs

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Work in Scotland by the Institute of Cultural Affairs has its roots in the late 60's and early 70's, when there was much innovative thinking among churchmen, teachers and community workers in the fields of community development and practical education. Formally established in 1976 as a Registered Charitable Trust, the Institute of Cultural Affairs has been involved in one-day Community Forums across Scotland, aimed at enabling local residents to discover what it is possible for them to do in their own communities. Over the past four years, as a direct result of these events or as a result of the adaptation of ICA methods, the Institute has worked in association with such groups as the Grampian Region Community Education Service, the Lothian Region Education department, the Roman Catholic Archdiocese of Edinburgh and St. Andrews, and a number of Church of Scotland ministers. In addition to the development of consensus-based workshop methods and their adaptation and application to the Scottish situation, the Institute maintains strong links with third world projects and has actively been involved in enlisting volunteers and community-wide interest in third world schemes.

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. The Institute has worked for twenty-five years to design and demonstrate effective methods of community renewal. ICA programmes seek to address the underlying causes of social problems and allow people to participate more effectively in their local community. ICA methods help people realise that they can be instrumental in bringing about positive social and economic change in their neighborhood or work place. The Institute of Cultural Affairs is an informal federation of nationally autonomous, non-profit-making organisations working in 32 nations. The staff of the Institute are self-supporting. The work of the Institute is supported by foundations, businesses, church and service organisations, and concerned individuals. Some specific programmes are supported by various government agencies.

What follows are the results of the "Regional" Consultation, held in March, 1981, for Scotland. Section one, The Symposium, describes the event and highlights the products of the weekend. Section two, The Practicum, gives a description of the five days. Section three, The Assembly, describes the process of the weekend and possible strategies and initiating steps of ICA activity in Scotland over the next four years.

THE "REGIONAL" CONSULTATION

The "Regional" Consultation is a ten-day conference in three parts which focuses on the question: What is required for effective implementation of human development in the coming decade? The Consultation begins with The Symposium involving participants from the public, private and voluntary sectors who discern issues and mandates facing society today. Many of the participants spend the following five days in several of the region's cities and towns on visits and interviews. Teams contacted people across the regions to listen to their viewpoints about the future. This is The Practicum. The final two days, The Assembly, are spent interpreting the data from the first two parts of the conference and using this data to inform the future.

At The Symposium in Glasgow, twenty-six people gathered to look at the trends facing society, name the issues blocking them, and state the mandates for moving through these issues into new social directions. The two-day Symposium included speakers, research on current articles, workshops, and plenary meetings. It concluded with a reflection on direct implications for those concerned with human development in the '80's.

The Practicum involved six teams of people travelling across Scotland to look at the work of the Symposium in light of what was actually happening in communities. By visiting people in urban and rural communities, the teams found practical illustrations of the global issues. Interviews with government officials, business people and village residents provided a broad perspective for naming the new directions open to the local people. This week of practical research closed with the preparation of team reports.

The Assembly involved fifteen people gathering to hear reports of teams and reflect on the implications for action. Out of the new directions recommended, a plan of strategic action for the next four years was formulated. In addition, The Assembly named the practical ways this strategy could be implemented across Scotland. The two-day Assembly concluded with a celebration of the decisions made and commissioning of the participants. The decisions of the Assembly are held in the Strategic Components.

SECTION ONE: THE GLOBAL SYMPOSIUM

From the 13th to 15th of March, 1981, some 26 persons met at the Mill Hotel in Rutherglen, Glasgow, to participate in the first part of the conference, the Global Symposium on Human Development in the 1980's. During this weekend of research, participants engaged in dialogue with a panel representing various sectors of Scottish society and met in a series of workshops and plenary sessions. Participants examined the times, the issues, the mandates, and the implications facing those concerned with human development.

The Symposium had four sessions, beginning Friday evening and running to Sunday noon. The opening session began with a contextual presentation, followed by a workshop which discerned the major trends by corporately recreating the journey of the 20th Century. The second session on Saturday morning began by listing the current issues facing the world today and grouping these issues into six arenas. Then teams analyzed the data in each arena and named the major issue and its related issues in short paragraphs. (Further illustrations of these issues in Scotland were gathered by the Practicum teams.) The third session began with listing actions required to deal with these issues and organising them into action arenas. These in turn were reviewed by teams to discern the Historical Mandates (perceived directions) for each area. Sentences were then written on each mandate. The final session on Sunday morning was a workshop on the implications of these mandates for Scotland.

In looking at the past events and future possibilities, the Symposium discerned six major issue arenas of basic resource use, traditional self interest, cross-cultural tension, "spectators or participants," coping with change, and shaping education. The Historical Mandates discerned by the group were world resource sharing, balanced global/local commerce, continuing education emphasis, global awareness expansion, human dignity development, consensus-based political methods, and local initiative promotion. These issues and mandates are described on the following pages.

UNDERLYING ISSUES

BASIC RESOURCE USE

In the area of natural resources, the major issue is no consensed global plan to cover the complexities of depleting resources, environmental effects and future needs. Related issues are the rapid change away from the use of human resources in industries toward technological specialisation and the debate over whether to put more resources into developing new "worlds" for mankind or into resolving existing concerns. This issue is illustrated in Scotland by

1. The increasing untapped human resources as employment opportunities shrink in Clyde Valley (currently there are 6000 working and 6500 unemployed in one part of the docklands).
2. The ugly scars on the landscape from open pit mines.
3. The sense of having no control over the use of Scotland's "own" oil.
4. The "overnetting" of salmon streams threatening extinction of this resource.

TRADITIONAL SELF INTEREST

In the area of political freedoms, the major issue is the tradition of group self-interest which restricts adequate world development. Related issues are the fear of nuclear confrontation, the gap between developed and developing nations, the tradition of confrontation to solve issues, and the holding of national self-interest as a priority before global need. This issue is illustrated in Scotland by

1. The union-management confrontation posture tending to destroy any genuine discernment of common ground.
2. The geographic isolation which has traditionally fostered self-sufficiency.
3. The unresolved Scottish devolution issue and preoccupation with nationalism.
4. The town of Livingston in which there were few shopping facilities because private enterprise did not open stores in the community.

CROSS-CULTURAL TENSION

In the area of styles, the major issue is the tension of cross cultural living. Related issues are the changing local community patterns, the challenge to identity of ethnic cultures, the shift in work and leisure patterns, and the pressures of home living. This issue is illustrated in Scotland by

1. The large number of Muslim students from the Middle East and Malaysia in Universities who are very hesitant to enter into discussion with Scots on serious global issues.
2. The vocational crisis of unemployed youth.
3. The inflexible attitude that non-paid work is not significant.
4. The increase of social and family problems in high-rise and new-town areas.

SPECTATORS OR PARTICIPANTS?

In the area of creative motivation, the major issue is the unanswered question of what it means to be human today. Related issues are the numbing, unmotivating role of television, the prevalence of violence--ranging from discrimination to terrorism, the vocational crisis over the worth of work and the use of time, and the challenge of science, medicine, etc. and their expanding frontiers. This issue is illustrated in Scotland by

1. The concern at universities for appropriate alternatives to protest gestures by students.
2. A recent Community Education report that, in some communities, poor self-image, lack of identity, poor education and participation are at the root of many problems.
3. The tendency of people to give money rather than get involved.
4. The drop in participation in community activities as TV has become more available in the Highlands and Islands.

COPING WITH CHANGE

In the area of living standards, the major issue is finding realistic targets in relation to global resources. Related issues are the possibility that natural resources could be used up without a responsible plan, the economic recession and its effect, the need to share technological know-how with developing nations, and policies which lead to inequitable distribution. This issue is illustrated in Scotland by

1. The lack of roles for those who are out of work and have no intention of moving elsewhere.
2. The unresolved future of towns when mines close.
3. The growth of visible alcoholism and vagrancy in the centre of Edinburgh.
4. The increase of population with new industry in Ft. William which meant that, instead of providing more jobs for local youth, there were more local youth who had to leave the area to find jobs.

SHAPING EDUCATION

In the area of communal education, the major issue is the relevance of educational forms to present and future needs. Related issues are the need for total life-long education, the inadequate current forms of education, the need for wider and ongoing progressive education, and the constricting style of current methods. This issue is illustrated in Scotland by

1. The lack of a university which sees the Highlands as its responsibility and is tailoring programmes to that region's training needs.
2. The lack of leisure activities and recreation facilities in Whitfield, which forces people to leave their community or to stay in their houses.
3. The need for education for the retirement age group.
4. The question of what to equip youth with today, when more and more layoffs seem to make all traditional employment short-lived.

BRAVE NEW EARTH: A DESIGN FOR LIVING
The Historical Mandates

**ECONOMIC
RESOURCEFULNESS**

**HUMAN
PREPARATION**

**SOCIAL
PARTICIPATION**

**WORLD
RESOURCE
SHARING**

**CONTINUING
EDUCATION
EMPHASIS**

**CONSENSUS-BASED
POLITICAL
METHODS**

**WIDENING
GLOBAL
CONSCIOUSNESS**

**BALANCED
GLOBAL/LOCAL
COMMERCE**

**HUMAN
DIGNITY
DEVELOPMENT**

**LOCAL
INITIATIVE
PROMOTION**

THE HISTORICAL MANDATES

WORLD RESOURCE SHARING

Human development in the 80's requires global agreement on the development, use and distribution of the world's resources. This could be implemented by 1) identification of reserves of national resources, 2) increased research on sources of energy, 3) increased effort to limit world population, 4) international structures to govern sharing of resources, and 5) acceptance by the "First World" of no further economic growth.

BALANCED GLOBAL/LOCAL COMMERCE

Human development in the 80's requires a more structured approach to commerce in terms of geography and ownership. This could be implemented by 1) consensed international framework for production quotas, 2) consensed international consumption allotments, 3) schemes for encouraging small business enterprises, and 4) increased investment in appropriate technology for the Third World.

CONTINUING EDUCATION EMPHASIS

Human development in the 80's requires a change from data-based education for a particular age group to continuing education for every age level. This could be implemented by 1) use of theoretical, practical and social methods, 2) exposure to other life styles, 3) use of school as a community resource, and 4) the creation of curriculum "on demand."

WIDENING GLOBAL CONSCIOUSNESS

Human development in the 80's requires widening global consciousness at the local level. This could be implemented by 1) educational school exchange programmes and trips to Third World villages, 2) developing awareness in First World communities by twinning with Third World communities, 3) respect for tensions between cultures by emphasizing ethnic groups and 4) organising alternative life style seminars.

HUMAN DIGNITY DEVELOPMENT

Human development in the 80's requires regeneration of self confidence amongst local people. This could be implemented by 1) documenting and disseminating stories of local community success, 2) creating inter-change opportunities for exchange of people between diverse cultures, 3) developing new articulations of ethical relationships between groups and nations, and 4) reassertion of human values in the face of increasing bureaucratisation, anonymity and depersonalisation.

CONSENSUS-BASED POLITICAL METHODS

Human development in the 80's requires new structures of decision-making at all levels. This could be implemented by 1) developing more effective structures to hold the government accountable to the people, 2) using consensus methods to focus energy on solving problems rather than on political bickering, 3) fostering international forums to stimulate dealing with world problems, 4) delegating power and finances to regional structures while holding them responsible for global welfare, and 5) creating structures for dialogue between local and regional agencies and concerned individuals.

LOCAL INITIATIVE PROMOTION

Human development in the 80's requires emergence from elitist control to motivated, self-generating local initiative. This could be implemented by 1) providing a suitable basis for volunteering, 2) coordinating effective volunteer action, 3) enabling the receivers to become contributors, and 4) documenting replicable initiatives for sharing.

MANDATE IMPLICATIONS

To implement the mandate, **WORLD RESOURCE SHARING**, a possible direction would be to develop **TRAINING AND EXCHANGE PROGRAMMES** for volunteers to work in economic development in Scotland and the world at large. This could involve the public sector in securing interest, promotion and funding for such programmes. It could involve the private sector in recruiting and securing economic expertise as faculty, as well as providing promotion, funding and a facility. Support from the voluntary sector would be needed to secure a cross section of both participants and faculty from various organisations and from the public at large. Support from the local sector could include selecting particular communities of need to participate in the scheme on a rotational basis and arranging community interchange within Scotland and abroad.

To implement the mandate, **BALANCED GLOBAL/LOCAL COMMERCE**, a possible direction would be to create an **IMAGINAL CURRICULUM** for mass education in how to operate in local, national and global economy. Support from the public sector would require doing the curriculum through adult education and secondary and tertiary school systems. Support from the private sector could include financial support and direct participation of business people in creating the curriculum. Support from the voluntary sector could involve building the curriculum through a series of economic forums with youth and community groups. Support from local communities would involve facilitating demonstrations of viable local economies tied into national and global operations.

To implement the mandate, **CONTINUING EDUCATION EMPHASIS**, a possible direction would be to create a **COUNCIL** to foster **ONGOING EDUCATIONAL DEVELOPMENT**. Support from the public sector would be needed to provide in-service training and retraining for teachers, administrators and lecturers. Support from the private sector could provide a survey of local business skills which would be available to education structures. Support from the voluntary could be in the form of documentation of existing training programmes and methods. Support from the local communities could ensure greater parental and local business participation in decision-making in school councils.

To implement the mandate **WIDENING GLOBAL CONSCIOUSNESS**, a possible direction would be to **TWIN TOWNS WITH THIRD WORLD COMMUNITIES**. Support from the public sector would involve appointing a councillor to oversee third world information, exhibitions and sponsorship schemes. Support from the private sector would involve local newspapers featuring similar industrial successes around the world. Support from the voluntary sector would involve creating and showing films emphasising ethnic uniquenesses. Support from local communities would involve holding ethnic minority festivals.

To implement the mandate, HUMAN DIGNITY DEVELOPMENT, a possible direction is to promote events and happenings that involve residents in COMMUNITY EDUCATION, INVOLVEMENT AND ENGAGEMENT. Support from the public sector would involve approaching schools to open facilities for use as community centres. Support from the private sector would involve business and industrial conferences to plan responsible use of resources. Support from the voluntary sector would be required to link volunteers with third world openings. Support from local communities would involve youth enterprise sponsored by communities.

To implement the mandate CONSENSUS-BASED POLITICAL METHODS, a possible direction would be to HEIGHTEN POLITICAL LITERACY and mobilise the "disaffected grumblers." Support from the public sector would be required to realign priorities in educational expenditure to cater for recurrent education. Support from the private sector would involve increasing participation in decision-making. Support from the voluntary sector would involve focusing coordinated volunteer effort for action. Support from local communities would take the form of street forums for action.

To implement the mandate, LOCAL INITIATIVE PROMOTION, a possible direction would be DISSEMINATING PRESENT INFORMATION and generating ideas to allow for action. Support from the public sector would involve the use of media to inform and stimulate. Support from the private sector would be required to make available information accessible and comprehensible. Support from the voluntary sector would involve focusing coordinated effort for information. Support from local communities would involve street forums for information.

MANDATE BACK-UP DATA: SUBSIDIARY IMPLICATIONS

WORLD RESOURCE SHARING

- Generate informed dialogue between local communities and the public sector in relation to local needs and global resource availability.
- Educate people to responsible awareness of first and third world economic needs.
- Consortium-created catalogue of Scottish investment possibility marketed to third world investors by labour and management teams.
- Establish economic think-tank centres for 3rd world economic development.
- Expand voluntary sector framework from local commitment to national and global interchange.

BALANCED GLOBAL/LOCAL COMMERCE

- Economic change requires new legal base.
- Technology must be available at the local level.
- New economic alternatives need to be invented.
- Resources used with futuristic responsibility.
- Educate people to world inter-dependency.

CONTINUING EDUCATION EMPHASIS

- Community Education to develop leisure education on second skill.
- Educational facilities used as community centres.
- Involvement of businessmen as teaching resource.
- Structured "Mobile Global Presentations" on regular basis.
- More community input into the way educational funds are used.

WIDENING GLOBAL CONSCIOUSNESS

- School or community twinning programme with third world school or village.
- Minorities cultural festival.
- Town sponsors volunteers to give one or two years work in the third world.
- Local newspaper feature regularly a page on similar industrial plants, schools, businesses or towns in other parts of the world.
- Appoint local councillor to oversee third world information and exhibitions, sponsor schemes, etc.

HUMAN DIGNITY DEVELOPMENT

- Re-educate the educators.
- Community assets belong to the community.
- Third world is not a threat.
- Radically new employment possibilities.

CONSENSUS-BASED POLITICAL METHODS

- Programme of political literacy.
- Work to the workers--repopulation.
- Affirmative action: National-local.
- Public sector funding programme support.
- Pointing to relative vs. absolute poverty.

LOCAL INITIATIVE PROMOTION

- Researching possibilities for technology based industry and community.
- Stimulating private schemes, in particular cooperatives (housing).
- Diversifying the service industries to other parts of Scotland.
- Street forums,
- Using multi-national corporation resources to stimulate community development.

LIST OF SYMPOSIUM PARTICIPANTS

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SECTION II: THE RESEARCH PRACTICUM

On the 16th to the 20th of March, 1981, six teams travelled across Scotland to do field research in the Practicum portion of the "Regional" Consultation. These teams were hosted by local colleagues in Glasgow, Edinburgh, Dundee, Turxiff, Lhanbryde, Glenelg, and Kilmarnock, and visited 100 people in some 20 different towns and villages throughout the nation. Research interviews were conducted with young and old, in rural and urban settings with a random sampling of Scottish society. Those interviewed included volunteers, public sector employees, clergy, businessmen, social workers, teachers, unemployed, teenagers, college lecturers, hotel keepers, doctors, housewives and university students.

Fifteen people were involved as researchers either full time or part time and were based in or near the major population centres of Inverness, Aberdeen, Dundee, Ayr, Edinburgh, and Glasgow.

PRACTICUM SUMMARY REPORTS

Inverness Team

Chief concerns expressed by those interviewed were the grave drop in tourism, the fear of depopulation, the young leaving for centres of more obvious employment and the need for a diversified economic base to protect communities from over reliance on single industries.

Aberdeen Team

Chief concerns expressed by those interviewed were the elderly, lack of youth job prospects, the question of what the unemployed should do, vandalism and the isolation of individuals. Other concerns were rise in divorce rate, the difficulties of adjusting to a highly mobile society, price of agricultural products.

Dundee Team

Chief concerns expressed by those interviewed were youth involvement, unemployment, the effect of tenement living on family life, the uncertain directions of education, the lack of economic alternatives and the need for developing volunteer opportunities in local communities.

Ayr Team

Chief concerns expressed by those interviewed were unemployment, poor housing, care of disabled, decline of well established industries, depopulation, rural semi-poverty, and youngsters at the lowest levels of educational achievement.

Edinburgh Team

Chief concerns expressed by those interviewed were the lack of job prospects for school leavers, poor self understanding of individuals in deprived communities, the role confusion and vocational struggles of many middle class housewives, the fear of nuclear weapons, the threat of pollution to the environment and poor housing.

Glasgow Team

The Chief concerns of those interviewed were the unemployment situation and the effects of the global recession on small businesses, sectarian intolerance, racialism, isolation of aged members of the community and areas of semi poverty and poor services.

SECTION III: THE "REGIONAL" ASSEMBLY

From 20th to 22nd March, 1981, participants gathered for the third part of the consultation, The Assembly. The six teams from the research practicum reconvened in Glasgow to interpret data from the first two parts of the conference. The intent of the Assembly was two fold: 1) to establish the broad outline of the four year plan for the ICA in Scotland and 2) to determine directions that the ICA could best serve in Scotland's development.

The Assembly was composed of four workshops: 1) reporting activities of the Practicum, 2) discerning the strategic components over the next four years, 3) establishing the intents of the components, and 4) creating the six-month start-up model. Each practicum team discerned the broad steps needed in their respective metros. These steps were organized into similar clusters to discern the strategic components for the four years. These components were incorporated into a chart to hold the broad outlines of the next four years. Teams discerned the intents of each component plus the required activities to achieve the intents. The process for determining the intents and activities utilized both practical analysis and intuitive creativity. Points of advantage and disadvantage, social need, and historical mandates were discussed. Then these components were written into paragraphs by teams. Finally, a workshop on the first six months of the plan developed practical steps for the staff in Glasgow.

The results of the Assembly are in two parts: Strategic Components chart, which establishes the directions for the next four years, and the paragraphs describing the activities involved in each component. The plan calls for Focused Development Consultancies, North-South Interchanges, Systematic Regional Nurture, Movement Service Centre, Innovative Methods Exchange, and Established Programme Events. These components are described on the following pages.

FOUR YEAR STRATEGIC COMPONENTS

<p>LOCAL ENGAGEMENT</p>	<p>COLLEAGUE BUILDING</p>	<p>METHODS SHARING</p>
<p>FOCUSED DEVELOPMENT CONSULTANCIES Geographically delimited project Sociologically focused programme "Change agency" liaison European development interchange</p>	<p>SYSTEMATIC REGIONAL NURTURE Regular newsletters Geographically comprehensive authorization Metro nurture structures</p>	<p>INNOVATIVE METHODS EXCHANGE Systematic university contacts Joint "Idea Agency" Existing consultancies expansion Religious order curriculum</p>
<p>NORTH-SOUTH INTERCHANGES Consciousness raising events Volunteer orientation programmes Third world twinning projects Volunteer group partnerships</p>	<p>MOVEMENT SERVICE CENTRE Residential training facility Course and planning calendar Local volunteer programme</p>	<p>ESTABLISHED PROGRAMME EVENTS Methods training events Comprehensive curriculum schedule Equipped Scottish faculty Methods effectivity documentation</p>

FOUR YEAR STRATEGIC COMPONENTS

FOCUSED DEVELOPMENT CONSULTANCIES

Over the next four years, the ICA in Glasgow intends to facilitate cooperation between public, private, voluntary and local sectors and to enable documentable signs of hope through focused development consultancies. This strategy would be implemented through a series of programmes with geographically defined communities, series of programmes with sociologically defined arenas of need, such as youth and elderly, programmes of cooperative effort with other agencies concerned with change, and interchange with other European centres concerned with demonstrations of renewed community life. Continued dialogue with contacts and referrals from the Regional Consult will be used for broad research into arenas of need in Scotland and appropriate modes of enablement. Current programmes used with youth and community groups will be revised and made available to the broader network of social structures. Invitations to work with and in specific communities will be pursued. Should the appropriate invitations emerge from the research and activities of the next several months, the Glasgow centre would look seriously at participating in a longer-term community renewal initiative. In all these efforts, ways of complementing and enabling already existing efforts is the primary concern.

NORTH-SOUTH INTERCHANGES

Over the next four years, the ICA in Glasgow intends to maintain human contact between developed and developing worlds and to maintain global consciousness through providing a means of North-South Interchanges. This will be accomplished through conducting consciousness-raising events like film shows and presentations, offering volunteer orientation programmes, facilitating twinning projects with third world communities, and developing partnerships with other third world volunteer groups. We already know many people who work with groups available for volunteer work, such as students, school leavers, retired people, and the like. Consultation with these contacts will lead to the scheduling of events like film showings, discussion evenings, and volunteer orientation courses. Church contacts will be visited to explore the possibility of a pilot twinning project with a community in the third world; if this is successful, further work with church networks and publicity of this pilot venture could expand the number of contacts interested in this type of undertaking. Our contacts in developing nations will be used to secure appropriate openings for volunteers ready to go overseas. Consultations will be held with those returning from overseas experiences to enable the best use of their experience gained abroad in working in this nation.

SYSTEMATIC REGIONAL NURTURE

Over the next four years, the ICA in Glasgow intends to keep its colleagues informed, to keep up to date on developments in Scotland, and to provide opportunities of participation by providing systematic nurture in all six metros. This will be accomplished by regular newsletters, authorization visits within each metro, and regular nurture events for colleagues, such as planning meetings and celebrative evenings. This arena of activity will be initiated by mailing the Consult document to those who participated in the Regional Consult and continuing interviews of people in public, private, voluntary and local groups throughout Scotland. Those contacted through these interviews will be invited to a Symposium on Human Development held in each major city. These might lead to the formation of ongoing groups in each city for interchange between concerned individuals at a more local level. This whole arena will be undergirded by a rhythm of regular circuits to each metro, with the aim of involving an increasing number of colleagues in visits and programmes conducted during these circuits.

MOVEMENT SERVICE CENTRE

Over the next four years, the ICA in Glasgow intends to provide an accessible and spacious training centre, to provide ongoing training and nurture for its staff and colleagues, by empowering a Movement Service Centre. This will be accomplished by securing a building appropriate for training programmes, expanding the number and variety of programmes offered by the ICA, and implementing a curriculum of ongoing training for local volunteers. One initial programme will be a pilot week-night methods course offered for community workers, church workers, educators and university students. Invitations to guest nights will be offered to a variety of groups and individuals as a means to becoming more acquainted with other groups. The ICA plans to become a recognized resource centre to a variety of caring groups across Scotland. The resources offered might take the form of methods training, consultations, and weekly gatherings for dialogue over current development issues.

INNOVATIVE METHODS EXCHANGE

Over the next four years, the ICA in Glasgow intends to occasion cooperation between public, private and voluntary groups by INNOVATIVE METHODS EXCHANGE. This will be accomplished by cooperating with religious bodies to build curriculum, establishing systematic contact with universities, developing a joint "Idea Agency" with other caring groups, and expanding existing consultancies to cover the entire nation. A number of openings and ongoing relationships already exist in this nation and will form the basis for this exchange. The current programme for school leavers will be revised and its applicability to school leavers' programmes in the different regions will be explored. Local colleagues could be involved in expanding the use of this programme. Existing opportunities for consultative work with community and church groups will be actively pursued. Visits will be undertaken in the six major universities with appropriate departments, programmes openings used, and openings sought for cooperative ICA-university ventures. As these various relationships develop, we will use opportunities that arise for bringing together the four sectors into focus on joint projects.

ESTABLISHED PROGRAMME EVENTS

Over the next four years, the ICA in Glasgow intends to promote the use of social and motivational methods by concerned people through offering established programme events. This will be accomplished through holding methods training events, making "Leadership Effectiveness and New Strategies" (LENS) and other courses available on a regular basis, creating a faculty of Scottish personnel equipped in the teaching of these programmes, and documenting the effective use of these methods in local situations. Volunteer Orientation Week-ends will be used to introduce people to social methods and options for volunteers in the United Kingdom and overseas. At the request of local church groups, the religious studies curriculum will be made available again. LENS will be offered to organizations interested in a holistic approach to problem-solving. Groups who have used ICA methods in their approach to current issues will be interviewed and visible results documented.

SIX MONTH TACTICAL LAUNCH

FOCUSED DEVELOPMENT CONSULTANCIES

By the end of the next six months, the ICA in Glasgow will have ten colleagues who, with the house, have created a document on the broad intent relative to focused development consultancies. This will be a push on broad research, to discern arenas of obvious need, both geographical and sociological, and to explore possible modes of involvement with other groups working for change. Using the advantage of interested colleagues and new contacts uncovered during the Regional Consult, we would envisage having visited 100 people from all sectors of society and having held three problem-solving sessions. These sessions would be held in April, June and August, and an average of four visits per week would be maintained throughout the next six months.

NORTH-SOUTH INTERCHANGES

By the end of the next six months, the ICA in Glasgow will have one colleague from Scotland as part of the interchange staff in India, one pilot twinning project initiated, and one representative from Scotland on the Exposition for Rural Reconstruction Committee. The Brandt Commission Report will be used for a series of "in-house" studies, to which other colleagues will be invited. The film, "The World of Human Development," will be shown to interested groups and a current volunteer in India will be invited, upon his return, to visit with others interested in volunteering. Interest expressed during the Regional Consult in both overseas volunteering and a twinning project will be pursued, and a prominent Scottish leader approached relative to the Exposition Committee.

SYSTEMATIC REGIONAL NURTURE

By the end of the next six months, the ICA in Glasgow will have sponsored at least one gathering for old colleagues and new contacts made during the Practicum week and others on the mailing list. The scheduling of a Volunteer Orientation Week-end in a metro other than Glasgow (possibly through university contacts) will be pursued. A film showing will be arranged with colleagues in Dundee. Also, preparation of each circuit will include visiting old friends and new referrals to continually expand the base of contacts. By May, we should be in a position to set up gatherings on a regular basis in several locations.

MOVEMENT SERVICE CENTRE

By the end of the next six months, the ICA in Glasgow will have a rhythm of regular training and planning meetings at the ICA centre with an increasing number of outside participants. An 8-week experiment in a weekly evening curriculum will be held in May and June. During April we will visit with colleagues in Glasgow to work on designing the curriculum and recruiting the event. In May, colleagues will be invited to participate with the staff in a problem-solving session on the future of the voluntary sector. During July and August, a series of guest nights will focus on researching areas of obvious need and initiatives of care that are going on in Scotland.

INNOVATIVE METHODS EXCHANGE

By the end of the next six months, the ICA in Glasgow will have established a working relationship with three networks in Glasgow and three in Edinburgh. Using the advantages of a well-received Symposium, our past track record with colleagues, and the current interest in church and education circles for innovative methods, we will create opportunities for structural liaison between ICA and other groups. This would take the form of a focus on Glasgow during the month of April and on Edinburgh networks in May and June. The months of July through September would see meetings between the ICA and the six structures aimed at creating mutually useful programmes.

ESTABLISHED PROGRAMME EVENTS

By the end of the next six months, the ICA in Glasgow will have five graduates of a 2-week methods training programme in Brussels, two colleagues trained in LENS, and one introductory religious studies course scheduled. Those who have already expressed interest in the Brussels programme will be recontacted. Colleagues will be encouraged to attend an appropriate LENS course scheduled in London or elsewhere in Europe for an introduction to this programme, in order that its presentation in Scotland can be pursued in the Autumn. Interest expressed in the introductory religious studies course will be followed-up, with the aim of offering the course within a local congregation in late Summer.

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