



Prime Minister 4

A encouraging

story

ARV

28/11

2 MARSHAM STREET  
LONDON SW1P 3EB  
01-212 3434

My ref:

Your ref:

27 November 1985

Am Hughes,

1 hope the other 100  
please can be  
found with other  
at home other  
not

#### INNER CITY YOUTH: LEADERSHIP TRAINING

Operation Raleigh, a charity largely funded by private money and run by Colonel John Blashford-Snell, takes some 600 young people from Britain each year - and a similar number from the USA and Australia - for three month leadership training courses in South America. The courses are based on a former Hull trawler which was converted for its present use by YTS trainees with Urban Programme support for the capital costs. The ship is moored in Chile and youngsters undertake expeditions from it into the South American jungle during their courses.

The courses cost around £3,000 per youngster. The charity normally expects each youngster to raise £1,000 him or herself, and this is matched by £500 from the relevant local authority and £1,500 from the charity. Not surprisingly the charity has no difficulty in recruiting participants from public and grammar schools, but finds it much more difficult to attract the kind of alienated inner city youngsters for whom both I and the organisers believe it has most to offer. And such youngsters have great difficulty in raising £1,000 themselves.

Where it has succeeded in attracting inner city youngsters John Blashford-Snell tells me that it has achieved some remarkable successes. For example one black youngster from Birmingham who had never worked before going on a course is now employed as a youth worker by the City Council. Because of his origins he is able to reach the alienated black youngsters about whom we are so concerned. A white Birmingham punk rocker is also holding down a job as a youth worker after returning from a course, dealing with another group whom it is difficult to reach. A Blackburn youngster returned from his course and has established his own organisation which will take unemployed youngsters on a similar expedition to Morocco next year.

Operation Raleigh carried out a selection exercise in Toxteth last weekend, in which 30 Toxteth youngsters were put through an intensive 24 hour endurance test. That in itself is a useful character-building exercise - some of the youngsters on it admitted that they had previously only stayed up all night at discos.

These examples show that Operation Raleigh is succeeding in



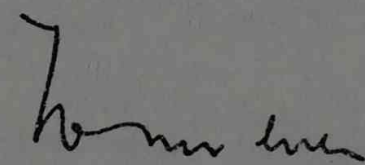
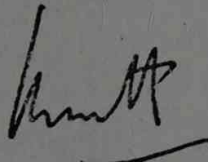
identifying and motivating leaders from among the inner city youngsters. John Blashford-Snell is also involved in the Drake Fellowship, which takes around 1,000 of the most difficult youngsters, such as those who have attempted suicide or have criminal records, away on 7-10 day endurance exercises in places like Snowdonia.

It seems to me that before we embark on any "grand strategies" for dealing with the problems of Inner City Youth we must recognise that it is practical schemes of this sort, aimed at developing the leadership potential of inner city youths, which are most likely to help.

John Blashford-Snell tells me that Operation Raleigh has space for 200 more youngsters to be trained in the next year. He could fill those places with public schoolboys or let the Americans and Australians fill them, but he wants to use them to help inner city youngsters. The Charity does not have the resources to pay for these extra places.

I am sure that we should seize this opportunity. I can find money from the Urban Programme for 100 inner city youngsters (£300,000), from areas where the authorities are willing to provide their 25% of the cost. Is there any way in which you can help fund the other 100 places available?

I understand that John Blashford-Snell has already spoken to David Trippier about the project, so I am copying this letter to him and David Young with a similar request, and also to the Prime Minister, Willie Whitelaw, Keith Joseph and Sir Robert Armstrong because of the importance that I attach to this initiative in the more general inner city context.

  
  
KENNETH BAKER



: be: Prof. Griffiths.

10 DOWNING STREET

From the Private Secretary

2 December 1985

Martin  
To be aware  
D 3/12

Dear Stephen,

**INNER CITY YOUTH: LEADERSHIP TRAINING**

The Prime Minister has seen a copy of the letter of 27 November to your Secretary of State from the Secretary of State for the Environment about Operation Raleigh. She hopes it will be possible for the Home Office to find the money to fund the 100 places for inner city youngsters.

I am copying this letter to Robin Young (Environment), P. Madden (Trade and Industry), Leigh Lewis (Employment), Joan MacNaughton (Lord President's Office), Ian Hughes (DES) and to Michael Stark (Sir Robert Armstrong's office).

Yours ever,  
David

(David Norgrove)

S. W. Boys Smith, Esq.,  
Home Office.

SB





C/BC

DEPARTMENT OF EDUCATION AND SCIENCE

ELIZABETH HOUSE YORK ROAD LONDON SE1 7PH

TELEPHONE 01-934 9000

FROM THE SECRETARY OF STATE

NBP

The Rt Hon Douglas Hurd MP  
Secretary of State for Home Affairs  
50 Queen Anne's Gate  
London SW1H 9AT

30 December 1985

*Dear Douglas.*

**INNER CITY YOUTH: LEADERSHIP TRAINING**

I was interested to see Kenneth Baker's letter to you of 27th November proposing that your Department should sponsor young people to take part in "Operation Raleigh". This organisation, with the "Drake Fellowship" - which offers UK based adventure activity for young people - is the creation of Colonel Blashford-Snell.

As part of its programme in support of voluntary youth service activity, the DES has grant-aided both organisations. "Operation Raleigh" received a special grant for a project in International Youth Year, and the Drake Fellowship receives annual grants towards its expenditure as a national youth voluntary organisation. DES also gives grant to 8 other organisations providing courses of the "outward bound" type and to twice that number of organisations offering such courses as a part of their provision for young people.

The Drake Fellowship's provision of UK based adventure training for 1,000 young people annually requires a modest in-put of around £100 per head, about half of which comes from public funds (including, as you know, a contribution from Home Office Voluntary Services Unit), with matching resources provided from private sources. We need to be convinced that the very large disparity in cost per head between the Raleigh project on the one hand and the Drake project on the other is justified.

There is much to be said for the challenging and broadening experience made possible for young people through organisations offering provision of this kind. Whether home-based or (more costly) overseas adventure provision has most to offer to disadvantaged young people does however need some consideration. There are also the claims of other organisations to consider. I believe it would be helpful, therefore, if officials could discuss the options for allocating these resources, perhaps including further discussion with Colonel Blashford-Snell himself, before a final view is reached by Ministers.

There might in due course be implications also for the wider discussions on Inner City Youth on which we are separately engaged.

I am copying this letter to the Prime Minister, Willie Whitelaw, David Young, Kenneth Baker, David Trippier and to Sir Robert Armstrong

Encl.

Kearns

REGIONAL POLICY PTF  
INNER CITIES







*Mrs Thatcher*  
*CCB*

Department of Employment  
Caxton House Tothill Street London SW1H 9NF  
Telephone Direct Line 01-213..... 5949  
Switchboard 01-213 3000

The Rt Hon Kenneth Baker Esq MP  
Secretary of State  
Department of Environment  
2 Marsham Street  
London SW1

*1 Answer to reply*

8<sup>th</sup> January 1986

*Dear Kenneth,*

You wrote to Douglas Hurd on the 27 November about Colonel Blashford-Snell of Operation Raleigh, and copied your letter to David Young here. You mentioned that you could find money from the Urban Programme to support 100 inner city youngsters on the project, and wondered if we could help fund the remaining 100 that Operation Raleigh had space for in the next year.

In fact I met Colonel Blashford-Snell myself when he came to this Department on the 20 November seeking our support. I'm afraid he met with rather less success with me than he did with you. I told him that clearly Operation Raleigh had much to offer by way of general background and "character building" activities, and that targeting on inner city youngsters was a very worthwhile aim. Nevertheless I did not think we would be able to come up with the direct financial help he was looking for. The training Operation Raleigh provides is really not vocationally-specific enough for the employment needs of the young people in our Youth Training Scheme. We are developing YTS to ensure that it is closely identified with the realities of the world of work and the needs of employers for properly trained young people. We have to put employment as our main objective, however desirable excitement and character-building are for young people.

However, I was impressed with Colonel Blashford-Snell's presentation and his obvious commitment and enthusiasm. I feel we could do something, and so I have written to him offering to ask Bryan Nicholson at the Manpower Services Commission to draw Operation Raleigh to the attention of YTS sponsors who might then choose to include this type of venturing in the off-the-job training element of their courses for young trainees. It would be up to the sponsors to contact Operation Raleigh if they wished, and they would need to meet



the cost. But at least we would have helped with publicising the project and commending its general objectives, whilst linking it with training for work.

I am copying this letter to Douglas Hurd at the Home Office, and to the other recipients of yours.

KENNETH CLARKE



H20

PS/Paymaster General

cc PS/Secretary of State

Mr Beach

PS/Mr Trippier

Mr A Davies

Mr Dawe

Mr Fogden

Mr Fair

Mr Emmott

Mr Smart

Mr Barber

**INNER CITY YOUTH - OPERATION RALEIGH**

Thank you for your note of 16 December.

I attach draft letters to Colonel Blashford-Snell offering to commend Operation Raleigh to YTS sponsors, and to Mr Baker at DoE informing him, and by way of reply to his letter to Mr Hurd of 27 November inviting support which was copied to the Secretary of State.

The cost to MSC should indeed be slight. Presumably there will be some administrative expense in terms of including, say, a standard letter in the information about YTS sent to sponsors, but the MSC would not be making any direct contribution to Operation Raleigh's costs or charges.

Colonel Blashford-Snell has also written fairly recently to Mr Trippier asking if we would agree to promotional posters being put up in Jobcentres in <sup>the</sup> Toxteth area of Liverpool. We are pursuing this with the MSC, but at this stage I think it best to confine the correspondence to promotion through YTS.

What we are offering is very much the minimum, but even so there is no point in taking action unless Colonel Blashford-Snell wants us to. At that point I have agreed with Mr Barber, MPIB2, that his section will take over and let you have a draft letter to the Chairman.

DRAFT LETTER TO MR BAKER, ENVIRONMENT SECRETARY - OPERATION RALEIGH

You wrote to Douglas Hurd on the 27 November about Colonel Blashford-Snell of Operation Raleigh, and copied your letter to David Young here. You mentioned that you could find money from the Urban Programme to support 100 inner city youngsters on the project, and wondered if we could help fund the remaining 100 that Operation Raleigh had space for <sup>in the</sup> next year.

In fact I met Colonel Blashford-Snell myself when he came to this Department seeking our support on the 20 November. I'm afraid he met with rather less success here than he did with you. I told him that although clearly Operation Raleigh had much to offer by way of general vocational background and "character buiding" activities, and that targeting on inner city youngsters was a worthwhile aim we could not quarrel with, nevertheless I did not think we would be able to come up with the looked-for financial help. The training Operation Raleigh provides is really not vocationally-specific enough for the employment needs of the young people in our Youth Training Scheme and YTS is being developed towards yet closer identification with the realities of the world or work and the needs of employers for properly trained young people.

However, I was impressed with Colonel Blashford-Snell's presentation and his obvious commitment and enthusiasm. I feel we could do something, and so I have written to him offering to ask Bryan Nicholson at the Manpower Services Commission to draw Operation Raleigh to the attention of YTS sponsors who might then choose to include this type of venturing in the off-the-job training element of their courses for young trainees. It would be up to the sponsors to contact Operation Raleigh, <sup>if they wish</sup> ~~or not, as they felt~~ ~~able~~, and they would need to meet the cost. But at least we would have helped with publicising the project and commending its general objectives.

I am copying this letter to Douglas Hurd at the Home Office, and to the other recipients of yours.

R - C -



[address - see next page].

~~DRAFT LETTER TO COL. BLASHFORD SNELL - OPERATION RALEIGH~~

We met on the 20 November to discuss Operation Raleigh and its need for additional funding, and you were kind enough to show me the introductory video of what you are achieving. Your concern particularly was to recruit young people from the inner city who would normally be difficult to attract and would themselves have difficulty in raising the personal contribution to the cost of their place on the Scheme - around £1,000.

I said that although Operation Raleigh clearly had much to offer young people from all kinds of background, it did not sit well with the kind of specifically vocational training that Government schemes operated by this Department and the Manpower Services Commission sought to provide. Unfortunately, I saw no way in which the funds committed to our training effort for young people could be used to support Operation Raleigh.

That is still, I am afraid, the position. But I am *impressed* with what Operation Raleigh can offer, and feel we should *explore* some way of involving it in our Youth Training Scheme. I would therefore be very happy to ask the Chairman of the Manpower Services Commission, Bryan Nicholson, to commend Operation Raleigh to sponsors under the Scheme as a way of providing young trainees with valuable off-the-job experience. The sponsors would still need to meet your charges themselves from the per capita Government grant otherwise available, but I am sure there would be a number who would be most interested.

If you think this would be useful, and bearing in mind we would have no control over which sponsors came forward or the sort of young people they would want to involve, perhaps you could let me know and I will set matters in train with the ~~MSC~~ *Commission*.

One last point. You mentioned the past involvement of ~~MSC~~ *Commission* schemes with Operation Raleigh and wondered if we had helped with the purchase of your support ship. I followed this up and discovered <sup>ed</sup> that although it was DoE and not us who came forward with a grant for the ship, trainees on our Youth Training Scheme, and temporary employees from our Community Programme, have played a part with the refurbishment of the vessel and in administrative/promotional duties connected with Operation Raleigh in Hull and London.

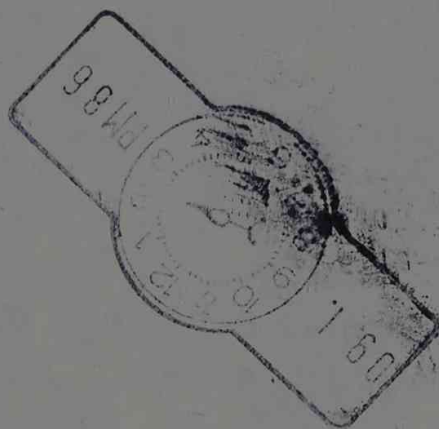
I look forward to hearing from you further. I am copying this letter  
to Bryan Nicholson at the ~~MSC~~, *Chairman of the Commission*,

COLONEL J.N. BLASHFORD-SNELL MBE,  
OPERATION RALEIGH  
ALPHA PLACE  
FLOOD ST.,  
LONDON SW3 5SZ.

K-C-



REGIONAL POL  
INNER CITIES  
PT 7





QUEEN ANNE'S GATE LONDON SW1H 9AT

24 January 1986

Dear Kenneth,

NBM  
24/1

INNER CITY YOUTH: LEADERSHIP TRAINING

Thank you for your letter of 27 November about Operation Raleigh and the scope which I might have for supporting some of the 200 places which Colonel Blashford-Snell has said could be available next year for inner city young people. I have since seen a copy of Kenneth Clarke's letter to you, and, as you know, Keith Joseph has written to me mentioning the Drake Fellowship which provides a more modestly priced and more home-based training and other organisations which might also be able to offer development opportunities to inner city young people. I have also seen the Prime Minister's views.

Certainly developing the capabilities of individuals within the inner cities is likely to have positive benefits. However, we have, I am afraid, reached the conclusion that there are no Home Office funds which could readily be diverted for this purpose. As you know, the Voluntary Services Unit already provides some funding for the Drake Fellowship which provides training closer to home and takes a continuing interest in its trainees in such ways as developing home based interests and responsibilities and helping to get job interviews. These are things which I am sure are important in order to harness the personal potential uncovered through adventure training. The Voluntary Services Unit has little room for manoeuvre within its grant giving budget.

We have also looked at the question from the point of view of crime prevention. Here again we have major proposals in hand for our crime prevention programme for this year which mean that Operation Raleigh would have to have a lower priority. We must not skimp the follow-up to the seminar at No 10. Similarly, the limited money which we have available for combating racial disadvantage is fully committed to our black business initiative, which is essential.

Against this background the Home Office simply does not have financial resources available to put on the table for the kind of discussion which Keith Joseph has in mind. Nevertheless, my officials could offer advice in the light of their experience of funding voluntary bodies in general and the Drake Fellowship in particular to any meeting which takes place. I must say, though, that I would take some convincing that the much greater unit cost of Operation Raleigh compared with that of the Drake Fellowship was justified as value for money.

I am sending

The Rt Hon Kenneth Baker, MP

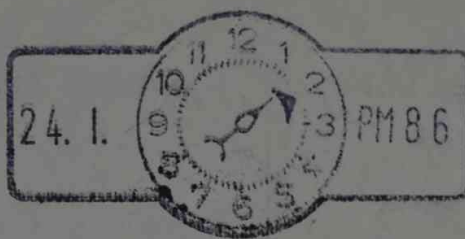


I am sending copies of this letter to the Prime Minister,  
Willie Whitelaw, Keith Joseph, David Young and Sir Robert  
Armstrong.

Yours,  
Douglas

REGIONAL PA

PTT. Inner City







2 MARSHAM STREET  
LONDON SW1P 3EB  
01-212 3434

My ref: B/PSO/10198/86

Your ref:

27 January 1986

Dear Ken,

NBRM

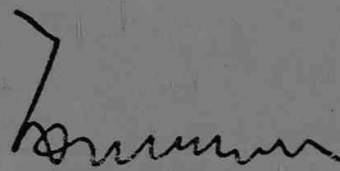
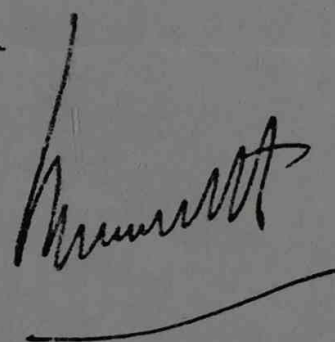
INNER CITY YOUTH: LEADERSHIP TRAINING

Thank you for your letter of 8 January. I have also seen copies of Keith Joseph's letter of 30 December to Douglas Hurd, and David Trippier's letter of 9 January to Colonel Blashford-Snell.

I am pleased that you have offered to ask Bryan Nicholson to draw the attention of Operation Raleigh to YTS sponsors and that David Trippier has suggested publicising the initiative at Jobcentres.

Keith Joseph has raised the question of the cost of support to Operation Raleigh. I agree with him that we must be clear on the support which Departments are offering, and I have asked my officials to get in touch with his to discuss this. My Department's support will be specifically targetted on inner city youngsters who cannot afford the personal contribution required.

I am copying this letter to Douglas Hurd - whose Department my officials will also consult - and to the other recipients of your letter.

KENNETH BAKER

REGIONAL POL

INNER CITIES

PT 7

