

Youth Development Project of the Diocese of London

Youth Work Toolkit for Churches

Introduction

This Toolkit has been designed by The Children's Society Youth Development Project of the Diocese of London¹ to help churches develop and implement their youth work and ministry. It is a collection of sample forms, guidance, sample policies and example documents which promote best practice in youth work.

Many churches tell us that they have limited resources to carry out their youth work and yet at the same time, they recognise the need to offer a high quality service to their young people. This collection of documents provides clergy, youth workers and volunteers with the tools they need to get their youth work started, to develop what they already have in place or to plan for future improvements.

The Toolkit is not an exhaustive manual; it simply contains documents that we think will make it easier for churches to achieve a good baseline standard in youth work practice. Users can edit and adapt the individual documents to meet their church's needs; all we would ask is that you credit this Toolkit as the source.

How to use the Toolkit

The Toolkit has been divided into easy to use sections: '*Starting out*' is concerned with setting up and managing a new youth activity. '*Sample guidance documents*' are a collection of various documents which cover the main aspects of youth work practice and procedure in the church. '*Youth worker recruitment and employment*' contains all the elements required to budget for, advertise, recruit and employ a youth worker. '*Volunteers*' addresses the recruitment and support of volunteer youth workers. '*Youth club resources*' is a collection of useful forms and templates to assist with the day-to-day running of a youth club. Any documents not covered by the above sections have been added to the '*Miscellaneous*' section at the end.

Acknowledgements

This Toolkit is a product of the Youth Development Project's manager's and senior practitioner's current and past experiences of working with young people in church and youth work settings, spanning a total of 32 years. From our time spent doing youth work in the voluntary and statutory sectors, we

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have come across some really excellent resources and have attempted to take the best examples from our own practice and put them together in one volume for churches to use and hopefully benefit from.

With this in mind, we acknowledge that there may be elements of other people's ideas running through parts of the Toolkit. It would be impossible to cite all our fabulous sources of inspiration from our own youth work experiences but needless to say we have benefited greatly from these examples as they have helped shape our practice today.

Disclaimer

The information contained in this Tool Kit is up to date at the time of writing. We have made every effort to ensure the contents are accurate and reliable. However, you should not rely exclusively on the Tool Kit and certainly not replace it for professional advice. The Children's Society cannot accept liability for people's acts or omissions that are based solely on the contents of this document.

Use and distribution

This Tool Kit has been developed for use by parishes within the Diocese of London. Elements may be photocopied and used within the Diocese of London only and for non-commercial gain. Elements may be cited only where the Children's Society Youth Development Project of the Diocese of London is acknowledged as the source.

If you wish to use elements of the Tool Kit outside of the above circumstances please contact The Children's Society Youth Development Project.

Contact us

You can contact The Children's Society Youth Development Project of the Diocese of London at:

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We welcome feedback about the Toolkit, in particular any suggestions for future additions.

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Youth Work Toolkit for Churches

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T1 – How to set up a youth activity

Whether you would like to start up a bible study group for teenagers on a Sunday or an open youth club on a Friday evening, this simple guide should help you through the process. This guide is for church's who are just beginning in youth work and assumes only a small budget and volunteers.

1. Vision

- What are you trying to do and why? Eg. Start a cell group or an open youth club
- What is your vision i.e. what do you want to achieve?
- Be clear about your objectives
- Consider forming a steering group to help move things forward

2. Consult

- What other resources for young people are already available for young people in your area?
- Consult with young people themselves, either in church, the community or through schools; a good youth provision is responsive to need.
- Be honest with them about parameters – venue, budget etc.

3. Where?

- What premises are available to you to use? This will determine the kind of activities the group will be able to do.
- If a building within the church isn't suitable, what about other community buildings? The vicarage?
- Is there storage space and adequate toilet provision?

4. When?

- When will you meet – time, day, during the holidays?
- Try not to clash with other youth clubs meeting in your area

5. Who?

- What age group are you aiming for?
- Do they have to attend church or can any young person come?
- What policy do you have available for young people with specific needs? Eg. Equal opportunities policy, inclusive play policy etc.

6. Volunteers and staff

- What volunteers are available and when are they free?
- What skills do your volunteers have?
- Appoint volunteers carefully and for a probationary period to monitor performance. A volunteer role description might help (see T49)
- Complete enhanced CRB checks for all volunteers and a volunteer agreement (see T52)
- If you are employing paid staff, see section 3 'Youth worker recruitment and employment'

7. Funds

- Does the church have a budget for youth activities?
- Are there funds you can apply to?
- Are you prepared to fundraise?
- Are you going to charge an entry fee to the youth club?

8. What?

- Plan the youth work programme in advance for at least three months (see T55)
- Invite other people with specialist skills to run workshops (ensure they are CRB checked)

9. How?

- Registration and general consent form (see T56). Store in a secure and confidential place
- Keep a register each week
- Special activity consent form (see T57). Store in a secure and confidential place

10. Policies and procedures

In order to provide a safe environment for young people and volunteers alike, the following are the minimum policies and procedures required:

- Safeguarding
- Health and safety
- Equal opportunities
- Volunteer agreement
- Accident and incident report forms
- Risk assessment forms
- Recruitment and selection

(See the Toolkit for samples of the above policies)

11. Resources

- Online and published resources will help you with activities
- Are there any existing groups who you might be able to borrow from?
- Join the Youth Development Project resource library – (call the project office on 020 7739 3561)

12. Promote

- How will you advertise and promote your group?
- Flyers, open evenings, letters, school, word of mouth, parents, church etc

13. Participation

- Involve young people in establishing rules for the club/group
- What do young people want to see on the programme?
- Are there any young people who are interested in being trained as peer leaders or who can be youth leaders themselves when they reach a certain age?

14. Qualified youth workers

Some churches employ part-time qualified youth workers. This might be one way forward and it might not be as expensive as you think. One of the benefits to having a paid youth worker is that they can take on the planning and co-ordination of the activities and the management and support of volunteers.

15. Review and inform

- It is important to regularly review the youth activities and learn from evaluations and feed back from young people
- Remember to keep the church updated and informed about the youth group so that they are aware of it's developments and needs

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T2 – Steering group – sample terms of reference

The purpose of a steering group is to guide and advise a project as it develops. It can be formed in addition to the management committee but should not replace the management committee. It can be formed to guide a specific piece of work and can be made up of different members to the management group.

This document sets out a sample 'terms of reference' for a steering group.

Name of group

Date this document is agreed

Project aims

List the aims of the project

Role of the group

For example:

- To support the overall aims of the [*insert name of project*]
- To act in an advisory and support capacity for [*project*] in relation to relevant and current issues related to working with young people linked with youth work and youth provision provided by churches.
- To support the [*project*] in developing relationships with key individuals/agencies that have been identified by this group.
- Report to the Management Committee

Membership of the group

List the individuals who make up the group and their roles

Activities of the group

- How often will the group meet?
- How long will meetings aim to last?
- Where will the group meet?
- Who will facilitate/chair the group?
- Who will take minutes and be responsible for distributing them?

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T3 – Business plan template

Introduction

Give a brief overview of the proposal and explain the purpose of this business plan.

Organisation background

Give a brief history of the organisation:

- What youth work you have done in the past i.e. experience
- How you have developed this work/arrived at this stage

A manifesto i.e. what your organisation aims to achieve.

For example, as a community based youth project:

1. We seek to assist young people to meet the challenges they face in daily living in our community
2. We seek to encourage individuals to feel valued and empowered so they can make a positive contribution to the well being of our community.
3. We seek to strengthen existing partnerships with voluntary and statutory agencies and to develop new ones.
4. In all our work we seek to promote the 5 outcomes contained in Every Child Matters
5. We seek to express the love of Christ for our community and the individuals within it through practical service.

Premises and resources

Explain what you've got available to use.

Existing projects and community links

List any projects that your parish is doing and give brief details of what service it offers.

Partnerships

List the organisations you work with or are connected with and in what way. State any opportunities for joint working.

Needs analysis

Use results of consultations with young people and other professionals working in the area, local statistics and demographics etc

Proposal

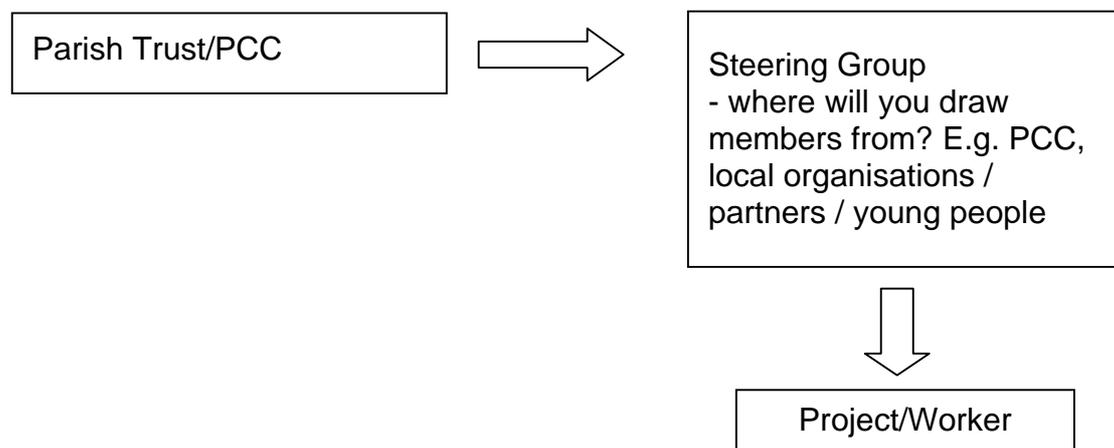
What is the project about?

Aims and objectives

List your main aims and objectives (as bullet points) ie what are you intending to achieve.

Management and staffing

Set out the structure, for example:



Financial planning

Put your budget here – make sure it's realistic and reflects the full costs. Don't forget to include any other funding you have coming in and whether the church will provide office space, accommodation etc. Include:

- Your funding and financial strategy
- How you do/audit your accounts etc.

Contact details

Main contact name and address

Names of referees

Include these here if you have independent organisations/bodies who will verify who you are and what you do. You need to check with them first they are happy to be named.

Youth Development Project of the Diocese of London

T4 – Safeguarding guidance

The Children Act 2004 deals with the safeguarding and promotion of the welfare of children. All organisations working with children and young people are required to adopt procedures that keep children and young people safe and promote their wellbeing.

Although The Children's Society operates a robust safeguarding policy we have not created a policy or guidelines within this Tool Kit. This is because it has been dealt with comprehensively by the Diocese of London. We have set out a summary below of what the Diocese expects from parishes. Please do not rely on this summary but make sure you consult the full document. Our recommendation is that all parishes ensure they are operating in compliance with Diocesan requirements.

If a parish requires advice or guidance they should contact the Children's Adviser or the Churches Child Protection Advisory Service. Details below.

The Church of England and Diocese of London Guidance

Guidance issued by the Church of England House of Bishops requires that every parish adopts a Child Protection Policy. To assist with the drawing up of a parish Child Protection Policy, the Diocese of London has issued guidelines in the document 'Children in the Diocese of London'. This can be found at:

www.london.anglican.org/Regulations/child-protection.html

A copy has been sent to every parish.

The parish child protection policy governs work undertaken:

- with children who attend church; or
- take part in children's activities on church premises; or
- organised by the church within the parish.

Liability insurance in relation to such issues may be invalidated if such a policy is not in place and being implemented. The Parochial Church Council (PCC) are responsible for ensuring that the child protection policy is implemented.

A short summary of the Guidelines, suitable for distribution to youth workers, children's leaders and others (but not a substitute for the complete Guidelines) can also be found on the Diocese website (as above). This is a really useful and practical guide and should be given to all youth and children's workers and volunteers as part of their induction.

The guidelines require that PCCs should:

- Discuss the policy, procedures and guidelines presented in 'Children in the Diocese of London'
- Adopt a parish policy on Child Protection - a model policy is provided in the Appendix of 'Children in the Diocese of London'
- Appoint someone to act as Children's Advocate for the parish, as outlined in Children in the Diocese of London
- Send a copy of the adopted policy to your Area Archdeacon's Office
- Implement the policies, procedures and guidelines in the parish
- Follow the procedures outlined in 'Children in the Diocese of London' for the appointment of volunteers to work with children, ensuring that declaration forms are completed, proper references requested and vague or unclear replies are followed up
- Ensure that all work with children and young people is properly supervised and that those working with children and young people on behalf of the parish are given appropriate support and encouragement

Contact details of children and youth work staff members should be listed in the church's child protection guidance and made available to relevant staff and volunteers.

Useful literature and quick guidance information cards can be obtained from Churches Child Protection Advisory Service

Useful contacts:

Children's Adviser, Diocese of London – 020 7932 1255
Churches Child Protection Advisory Service – 0845 120 45 50
<http://www.ccpas.co.uk/>

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T5 – Data protection guidance

The Data Protection Act 1998 is an important piece of legislation. It protects the rights of individuals in relation to how personal information about them is collected, used and managed by organisations.

It offers young people a say if they think their personal information is not being recorded or used properly. It also ensures that organisations must inform young people about how their personal information is going to be used. In summary the principles require that data should be used for the right reasons and kept confidential from those who do not need to know about it.

All organisations that hold personal information must follow the 8 principles set down by the Act. These are that information must be:

1. Fairly and lawfully processed

'Processing' includes collecting, storing, accessing, amending and destroying any personal information/data.

To be 'fair' you must explain to people how their personal information is going to be used when you first collect it. People should be informed who the organisation is (Diocese of London), why the information is needed and what you intend to do with it. This gives people the chance to see what you will be doing with their personal information and allow them to agree or object to this.

If you collect and use sensitive personal information, you must obtain a person's written consent to do this. Sensitive personal information is defined in the Act as being about:

- Race or ethnic origin
- Religious or other faith beliefs
- Physical or mental health
- Sexual life
- Political opinions
- Trade union membership
- Alleged offences
- Proceedings of any offence committed or alleged offence

To be 'lawful' you must ensure that the data will not be used to unlawfully eg any form of discrimination.

2. Processed for limited purposes

There must be a valid reason or purpose for collecting the information e.g. signing-in sheets for youth club or group sessions, ethnic monitoring for equal opportunities reasons, medical details and consent for a trip. This information

should not be used for other purposes unless you obtained consent e.g. shared with another youth club or organisation (unless that person would be put at risk or be harmed if information was not shared).

3. Adequate, relevant and not excessive

Only collect information that is really necessary for the purpose. Do not record additional information about people that is unnecessary and not relevant to the main reason that you are collecting the information for.

4. Accurate

You should ensure you have recorded information accurately. Where information is subject to change e.g. address or contact number you should ensure it is updated regularly.

5. Not kept longer than necessary

Do not keep information longer than it necessary to fulfil the original purpose. E.g. application forms from unsuccessful job candidates should be shredded after a specified time (1 year).

6. Processed in accordance with the rights of the individual

The Data Protection Act gives a person the right to access the information that you keep about them. People can also request that inaccurate personal information is corrected and can object to how their personal information is being used, especially if it is causing them damage and distress.

7. Secure

This includes information that is kept electronically (i.e. computer) or in paper document. You must ensure that others cannot gain access to this information. Make sure that computers are password protected and are in rooms that can be secured. Keep filing cabinets and desk drawers locked and avoid leaving papers containing personal information on desks for anyone to see. Ensure laptops, USB data sticks and disks are kept secure, as they are easily lost.

8. Not transferred to countries outside the European Economic Area without adequate protection

Not all countries have data protection legislation. In most circumstances it is not necessary and therefore inadvisable to remove data that you have collected outside of UK.

Compliance with the Data Protection Act is regulated by the Information Commissioner's Office: www.ico.gov.uk

Churches and youth projects, therefore, need to ensure new computerised and manual systems comply with the requirements of the Act. You should ensure that everyone you hold information about knows what you are holding, why, how you might use it, how he or she can access information about themselves and whom it might be passed on to. If information might be used for direct marketing, provide a clear method for people to opt out. If you are holding sensitive information you will need to get consent in writing.

The 'Registration and general consent form' (T56) in this toolkit has a section for data protection consent.

Youth Development Project of the Diocese of London

T6 – Equal opportunities and diversity statement (sample)

Introduction

[Name of church/group] will work to ensure that all people of all ages and backgrounds will have equal access to opportunities and services within an environment which promotes and develops non-discriminatory attitudes, values and behaviour.

In practice this means that:

- No person using the premises or joining the activities of [group] will be treated less favourably than any other person on the grounds of race, gender, disability, age, sexual orientation or religion.
- [Name of church/group] will seek to recruit staff from all sections of the community, provided that those individuals either have a Christian faith or have a sensitivity to and understanding of the Christian faith.

Service delivery

[Name of church/group] will ensure that:

- Everyone using or seeking to use our services or attend our activities will have equal access and be treated fairly.
- We encourage participation and membership in our groups and projects and will consult with young people about planning and delivery of services and programmes and their specific needs.
- We encourage and enable young people to be involved in decision making, to take responsibility for programmes they are involved in and we will offer training where appropriate.
- We work to increase use of our services and activities by under represented groups or individuals by creating and developing links with those who are experiencing discrimination.
- Information about services is accessible and where necessary targeted to those who experience discrimination.
- Everyone using or seeking to use services will know they may complain if they feel they have experienced discrimination or harassment and staff are able to respond to such complaints appropriately using relevant procedures. Systems for monitoring the policy and the people accessing

the church/group name and its programmes are developed, understood and implemented.

- We budget for and undertake equal opportunity and diversity training for all staff and volunteers.

Youth Development Project of the Diocese of London

T7 - General Risk Assessment Form (sample) and guidance

Date	Assessed by	Validated by	Review date
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Task / premises
 Sunday evening youth club – pizza making session as a part of the healthy eating programme

Activity	Hazard	Person(s) in danger	Existing measures to control risk	Risk rating	Result
Food preparation	Injury from using sharp knives	Young people and staff	Staff will limit the number of young people in the kitchen at one time and will ensure everyone knows their roles. Staff will give demonstration of how to prepare the ingredients and knife skills.	9	N

Notes to accompany General Risk Assessment Form

- (1) **Date:** Insert date that assessment form is completed. The assessment must be valid on that day, and subsequent days, unless circumstances change and amendments are necessary.
- (2) **Assessed by:** Insert the name and signature of the assessor. All assessments should be validated by a line manager.
- (3) **Validated by:** Insert the name and signature of someone in a position to validate that the assessment has correctly identified hazards and addressed the risks. This will normally be a line manager who should be competent to identify the hazards and assess the risks. This person should have attended an approved risk assessment course.
- (4) **Location:** insert details of the exact location, ie building, floor, room etc
- (5) **Review date:** insert details of when the assessment will be reviewed as a matter of routine. This might be in 1 year's time, at the end of a short programme of work, or longer period if risks are known to be stable. Note that any assessment must be reviewed if there are any significant changes – to the work activity, the vicinity, the people exposed to the risk, etc
- (6) **Task / premises:** insert a brief summary of the task, e.g. typical office activities such as filing, lifting and moving small objects, or project work such as parish visits/work with young people.
- (7) **Activity:** use the column to describe each separate activity covered by the assessment.
- (8) **Hazard:** for each activity, list the hazards. Remember to look at hazards that are not immediately obvious. For example, working with groups of young people, travel to and from a venue, crowded areas, lone working at the office (see relevant policies)
- (9) **Persons in danger:** insert everyone who might be affected by the activity. Remember those who are not immediately involved in the activity.
- (10) **Existing measures to control the risk:** list all measures that already mitigate the risk. Many of these will have been implemented for other reasons, but should nevertheless be recognised as means of controlling risk. For example, an action plan might include training requirements for other people who will be carrying out tasks.
- (11) **Risk Rating:** This rating is arrived at by using the multiplier above. E.g. a risk that is assessed as very likely to happen but would not be too serious would have a Risk Rating of 10. NB. Risk Assessments should be regularly reviewed and wherever possible action should be taken to reduce the risk to 1-5.

Risk Rating

Please use the rating system below:

Risk	Threat to life (5)	Very serious (4)	Serious (3)	Not too serious (2)	Not serious (1)
Very likely to happen (5)	High (25)	High (20)	High (15)	Moderate (10)	Low (5)
Likely (4)	High (20)	High (16)	High (12)	Moderate (8)	Low (4)
Moderately Likely (3)	High (15)	High (12)	Moderate (9)	Moderate (6)	Low (3)
Unlikely (2)	Moderate (10)	Moderate (8)	Moderate (6)	Low (4)	Low (2)
Very unlikely (1)	Low (5)	Low (4)	Low (3)	Low (2)	Negligible (1)

Needs immediate remedy	11+
Needs attention	6-10
No action	1-5

- (12) **Result:** this stage of assessment is often overlooked, but is probably the most important. Assigning a number or rating to a risk does not mean that the risk is necessarily adequately controlled. The options for this column are:

NA = No action. Use for very low risk activities to show that you have correctly identified a hazard, but that in the particular circumstances, the risk is insignificant. Or if your control measures lead you to conclude that the risk is low, and that all legislative requirements have been met (and Society and Project policies complied with).

N = Needs attention. This indicates that the risk is not adequately controlled, action required. Sometimes, particularly when setting up new procedures or adapting existing processes, the risk assessment might identify that the risk is high or moderate when it is capable of being reduced by methods that are reasonably practicable. In these cases, an action plan is required. The plan should list the actions necessary, who they are to be carried out by, a date for completing the actions, and a signature box for the assessor to sign off that the action(s) has been satisfactorily completed.

NI = Needs immediate remedy. This indicates that the activity is too hazardous to continue and immediate action must be taken to reduce the risk. The line manager should be notified immediately and an action plan drawn up

to mitigate the risks. It is advisable to cease this activity until its rating can be reduced to **N** or **NA**

U = Unable to decide. Further information required. Use this designation if the assessor is unable to complete any of the boxes, for any reason. Sometimes, additional information can be obtained readily but sometimes enquiries might be required. Eg. Are other organisations likely to be involved in the activity/programme? Are their staff/volunteers suitable?

In this instance the necessary information to complete the risk assessment must be obtained and the risk assessment completed. The assessor should inform their line manager and an action plan may be produced to identify information needed and date deadlines.

If U is inserted, the Risk Assessment CANNOT be signed off.

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T8– Promoting positive behaviour guidance

Introduction

[Name of church/group] values all young people regardless of their abilities and disabilities. The significant challenge which youth workers and volunteers face when young people present them with difficult or challenging behaviour is well understood. We therefore aim, through a consistent and fair policy of behaviour management, to establish a happy, secure and positive environment in which each child and young person may develop his or her full potential.

Purpose

The purpose of this document is to provide guidance to church youth workers and volunteers on how best to promote positive behaviour amongst children and young people in order to create an environment that enables social learning.

Responsibilities of the church

- To provide guidance to youth workers and volunteers on policies regarding behaviour.
- To provide an environment with a positive ethos where young people can feel safe without fear of threat or harm from others.
- To monitor the welfare and wellbeing of young people with whom they are working, taking appropriate action, which may include referral to other agencies.
- To build relationships with parents in order to provide effective solutions to difficult problems.
- To ensure there are sufficient training opportunities for youth workers and volunteers.
- To monitor the effectiveness of the church's policies.
- To liaise with other relevant agencies in order to provide co-ordinated support to children, young people and their families.

Philosophy

[Name of church/group] believes that:

- Youth workers and volunteers have the right to work without threat, fear or significant interruption.
- Recognises that youth workers and volunteers have a responsibility to act with respect for colleagues and young people.
- Young people have the right to take part in the youth activities at church without threat, fear or significant interruption.

- Recognises that young people have a responsibility to act towards others without threat, menace or imposition.
- Acknowledges that young people's behaviour and discipline at the church's youth activities is fundamental to raising standards of achievement and increasing social inclusion.
- Endorses guidelines that include a range of positive strategies to encourage appropriate behaviour and provide structured approaches to deal with disruptive behaviour.
- Is committed to supporting youth workers in tackling disruptive behaviour through training, advice, support and action, as appropriate.

Practice

- When dealing with parents over behavioural issues, the need for sensitivity is very important.
- The church needs effective and well-understood arrangements to support youth workers dealing with staff and young people around issues concerning behaviour and discipline.
- Youth workers and volunteers have a duty to take measures to prevent all forms of bullying and have guidance in place for staff. Recording systems also need to be established for instances of harassment or bullying.
- Exclusion should only be used in response to serious breaches of this policy, once a range of alternative strategies have been tried and failed. It should be a last resort and used only in circumstances when allowing the young person to remain at the club would seriously harm the well being of the young person or other young people and staff. A system of monitoring and evaluating the use of exclusion needs to be developed.
- Youth work staff should implement pastoral support plans when there are significant concerns that a young person is at risk of exclusion.

Code of conduct

Youth work staff and young people should work together to produce a code of conduct. The following points are some examples of what this could contain:

- Treat everyone as you would like to be treated yourself. Being friendly, kind and considerate to others helps make the youth club a happy place.
- During the notice break, be respectful of whoever is talking and listen to what they are saying.
- Don't use language which may offend others.
- Everyone should take care of their own property and be respectful of other people's property.
- Everyone should walk in and around the building (unless playing sports); running and pushing causes accidents.

Celebrating positive behaviour

[Name of church/group] believes that good behaviour should be recognised and praised. Youth workers and volunteers should:

- Recognise and highlight good behaviour and genuine achievement as it occurs.
- Ensure that children and young people are praised for behaving well.
- Explain, and importantly demonstrate, the behaviour we wish to see. We will recognise that our behaviour will influence the behaviour of the young person.
- Let parents and carers know about their child's/young person's good behaviour.

Stopping inappropriate behaviour

Young people should be made aware of the sanctions liable to come into effect should they break the code of conduct or display continual bad behaviour. Most cases will be dealt with without the need for formal sanctions.

Sanctions may include:

- A word from the youth worker about the specific incident or series of incidents.
- Remove the young person from the group session.
- Loss of privileges (eg. can't use tuck shop).
- Involvement of line manager/senior manager.
- Payment for deliberate damaged equipment or possessions.

Parents/carers should always be involved at an early stage if there are concerns about a young person's behaviour.

In extreme and very rare circumstances the church may:

- Temporarily exclude a young person
- Consider permanent exclusion from the youth club.

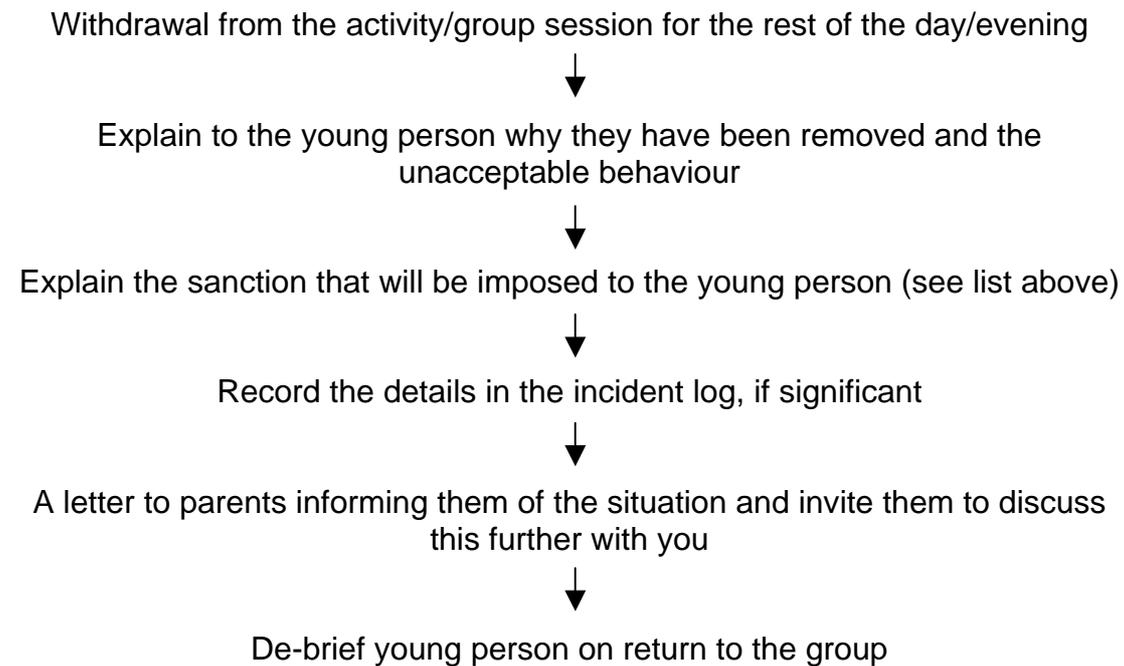
Exclusion should only be considered after all other possible avenues have been explored.

Procedures for dealing with major breaches of discipline

[Name of church/group] will not tolerate inappropriate behaviour, for example:

- Bullying
- Swearing
- Fighting
- Racism
- Name calling
- Spitting
- Vandalism
- Stealing
- Alcohol and drug use or dealing

An example strategy for how to deal with one of the above situations might be:



Some possible strategies to achieve positive behaviour

- Develop code of conduct and 'group contracts' with the young people.
- Develop any reward scheme or sanctions policies in consultation with young people.
- Train youth work staff and volunteers in how to promote positive behaviour and how to deal with challenging behaviour.
- Involve young people in setting up a youth forum in the church.
- Have a break half way through the youth club session for 10 minutes to give out notices, inform young people of any forthcoming events and to discuss any relevant issues.
- Involve parents – invite them to open evenings, achievement events etc.
- Display the achievements of young people around the club/church eg. photos of trips, art and craft work.
- Certificates for achievements.
- Buddy systems for young people who are new to the church/youth club.

Monitoring and evaluation

Reflect on the following questions on a regular basis:

- Is the policy achieving what you hoped it would achieve?
- Are there any issues which only demonstrate themselves in practice?
- Are the youth workers and volunteers modelling the church values?
- Do the adults show respect for each other and the young people?
- Does everyone show respect for visitors?
- Have all youth workers and volunteers received training in how to promote positive behaviour?

Youth Development Project of the Diocese of London

T9 – Insurance guidance

It is the responsibility of the management committee / PCC to ensure that adequate insurance cover is obtained for all activities and services that take place within the church or are organised by the church. It is unlikely that the youth worker will have to arrange this cover, but they should inform the PCC of all the activities that they are running with young people and should check that they have the necessary insurance cover.

There are two categories of cover: **Compulsory insurance** is the type of cover that the church is legally required to have in place. **Additional insurance** is cover which the church should consider, regardless of whether youth and children's activities are being provided.

1. Compulsory insurance

Employers liability insurance

All employers are legally required, under the Employer's Liability (Compulsory Insurance) Act 1969, to insure against claims for illness, injury or death of an employee. You must be insured for a minimum of £5 million. It is advisable to inform your insurance company if you take on volunteers, student placements or young people taking part in a training programme and include them within the definition of 'employees'.

Road traffic insurance

If the church owns any vehicles, you must have third party insurance to cover your liability to any passengers or third parties for death or injury or damage to property.

2. Additional insurance

Public liability insurance

This insurance covers against negligence claims made by any member of the public against the Church (including youth club members and Sunday school attendees) for bodily injury or loss or damage to property.

It is important that your insurance company is made aware of the full range of your youth and children's work activities, both regular weekly sessions and one-off events, including any high-risk activities (e.g. rock climbing).

If you are taking young people on a residential, as good practice you should ask the venue for a copy of their Public Liability insurance and their Health and Safety Policy (note this covers the venue's legal liability only and not your Youth Group's activities).

Minibus insurance

If you hire a minibus for any of your activities, you must ensure that you meet with the terms and conditions of the hiring company in order that you are covered by their insurance.

If the church owns its own minibus and is used by someone with the permission of the church, then the driver will be covered by the minibus' own policy (provided the cover is not restricted to named individuals). It is important however to check the exact wording of the cover. Some Insurers may insist that all drivers have completed an accredited Minibus Driving scheme such as Midas.

If the youth club at the church pays to use the minibus, then this might be viewed as 'hire or reward' so you must ensure that the minibus insurance allows for this. If in doubt, phone your insurers and discuss this with them to ensure that you are adequately covered and always make a note of the time and date and name of the person you are dealing with.

Contents insurance

A standard policy should cover your needs, but check whether taking equipment or cash home is covered by the church policy, which can often be extended as necessary.

Motor insurance

Workers, including youth workers employed by the church using their own vehicle for church activities should inform their insurers, as this type of use is classed as 'business use'. In many instances this cover will be agreed by insurers at no extra cost, under the terms of the 'Motor Conference Agreement' which allows for employees of voluntary organisations to use their vehicle for business activities within the definition of 'personal business use' without extra charge (see www.abi.org.uk for details). Ask the person you are speaking to refer the matter if they are not aware of this agreement and always make a note of their name, the time and date of the conversation.

- Churches should keep on file a copy of the youth worker's current driving licence, MOT and insurance documents. Under Health and Safety legislation, the employer must make checks to ensure that the vehicle is adequately maintained and this may include an annual check of servicing and maintenance history.
- The church may seek to restrict drivers with more than a certain number of penalty points (or insist that they complete a driver training programme), or if less than 12 months driving experience, from using their vehicle on church business or carrying passengers on behalf of the church. This should be formally agreed within a Transport Policy.

Youth Development Project of the Diocese of London

T10 – Information technology (IT) guidance (sample)

[Name of church] recognises that the use of information technology is important for the day to day functioning and efficiency of the youth project. The internet is a rich information resource and is provided by the church to enhance the learning and development of staff, volunteers and young people. This policy is in place to ensure that all IT equipment and internet facilities are used correctly and safely.

Equipment

The IT facilities at [name of church] include PCs, laptops, printers, scanner, photocopier, Internet and digital photography equipment and software. The equipment is provided primarily for the work of the youth project.

Users

Users include youth work staff and volunteers, young people and other church staff.

Responsible use

- [Name of church] prohibits the use of IT equipment and the internet to access, download or distribute any materials or statements / comments / opinions which are offensive, defamatory, illegal or discriminatory in any way, or are inappropriate to the age of the user.
- Copyrights, software licensing rules and privacy rules must be respected at all times.
- Any software or files downloaded via the internet onto the church's equipment may be used only in ways that are consistent with their licences or copyrights. This includes screensavers, wallpapers, games, and video clips. Prior permission must be obtained from the youth work manager before any new software or files are installed.
- Virus scan software must be installed on all PCs and laptops and must be kept up to date.
- Computers should be checked regularly to monitor staff and young people's use.

Use by young people

Young people are not permitted to use any PC or laptop in the youth project without adult supervision. Ideally, a computer should be available for young

people to use which doesn't contain any work or documents relating to the church or the youth project or containing any details about staff or users. Security software should be installed which prevents young people from viewing certain websites, topics, chat rooms etc. All users should have a dedicated password set-up.

Personal use

Staff and volunteers are allowed to access IT equipment and the internet for occasional personal use, providing this is done outside of work hours and as long as the points within the IT and internet policy are adhered to.

Misuse of IT equipment or internet

Penalties for failing to comply with this policy will depend on the seriousness of the issue, and will be in accordance with the church's disciplinary procedures.

Youth Development Project of the Diocese of London

T11 – Drugs, alcohol and medicines guidance

Introduction

[Name of church] is committed to the personal and social development of young people within its care. We accept that some young people may have drug or alcohol use issues or may come from families where there are drug and alcohol problems and that these young people may benefit from engaging in the activities that the church provides. However, drug or alcohol use or dealing will not be tolerated on church premises or during any youth activity organised or run by the church.

[Name of church] has a legal responsibility to ensure the health and safety of all its members and has a legal responsibility to adhere to laws pertaining to drugs and alcohol.

Purpose of this policy

This policy has been produced to give [name of church] youth work staff and volunteers the necessary guidance to be able to deal with drug or alcohol related issues, which may arise as part of our work with young people.

This policy relates to illegal drugs (including cannabis) and alcohol. It excludes nicotine.

This policy applies to all church buildings and youth work venues as well as activities and trips organised by the youth project (including residential).

Responsibilities of staff and volunteers

- All staff and volunteers will receive a copy of this policy as part of their induction.
- While on duty and responsible for young people, staff and volunteers are not permitted to consume drugs or alcohol. This includes any activities, residential or social activities where alcohol might be available. When staff are off duty yet are participating in a parish event, [name of church] expects that they will maintain a professional appearance and conduct themselves in a manner conducive to that expected when representing the organisation. When presenting themselves for work, all staff must be in a fit and responsible state and on no account be under the influence of drugs/alcohol.
- [Name of church] expects all staff to adhere to a policy of total abstinence from drugs/alcohol prior to or whilst driving any vehicles during the course of their work.

- Any drug or alcohol related incidents which occur should be reported to the relevant person at [name of church] and should be recorded using the incident report form (see T60)
- If a young person is involved in a drug/alcohol related incident at the church and the young person is under 18, a decision should be made whether the parents/guardians of the young person should be informed and involved.
- When under the influence of drugs or alcohol, young people can become unstable or difficult to manage. Therefore, young people must not bring drugs, alcohol or equipment to use drugs to any church activity or building.
- Young people must not be under the influence of drugs or alcohol whilst taking part in any activity run or organised by the church. See 'Promoting positive behaviour guidance' (T8)
- The youth work manager should ensure that there are notices displayed in appropriate places around the building stating that drugs and alcohol are not allowed on the premises. The notices should also state that anyone suspected of being under the influence of drugs/alcohol will not be allowed on the premises and there should also be an explanation of what will happen if the above is breached.
- In 2001, the Government passed an amendment to Section 8 of the Misuse of Drugs Act. The new amendment which made it a criminal offence for people to knowingly allow premises they own, manage, or have responsibility for, to be used by any other person for:
 - Administration or use of any controlled drugs
 - Supply of any controlled drug
 - The production or cultivation of controlled drugs, such as growing cannabis

Professionals could be prosecuted if they knowingly allowed any of these things to occur on work premises. The same legal obligations applied to people with regard to their own homes. The law requires that if staff become aware of the use or supply of illicit drugs on their premises, they must take reasonable action to prevent this continuing.

- If a young person attends the youth club and a member of staff has concerns about their drug/alcohol use, they should discuss these concerns with their line manager and a decision made about the participation of the young person.

Storage and disposal of drugs

- Before taking possession of any medication belonging to a young person, staff should conduct a thorough risk assessment of the situation. Providing the risk assessment is satisfactory and depending on the medication and

the issues surrounding the use of the medication, staff may take possession of prescribed drugs/medication on behalf of a young person in their care but they must not administer the medication.

- Prior to any trip away or residential, staff should determine whether any of the young people taking part in the activity are required to take any prescribed medication. The form T61 should be completed prior to any residential where a young person requires medication to be held by staff. Staff should not take possession of any substances which have not been sourced and verified.
- Any medication held by staff on behalf of young people must be kept in a secure place at all times and only named staff members should have access. The youth work manager should ensure that there is a suitable secure storage place at the residential establishment.
- If staff suspect that a young person may have exceeded the stated dose of medication, they should contact emergency services.
- If a member of staff discovers a substance that they suspect to be drugs, they should inform their line manager and then dispose of the substance, with another adult witness present (for e.g. flush it down the toilet). The incident should be recorded on the incident report form. If in doubt, contact the police and ask for their guidance on how to dispose of the substance; they may want to come and take it away.
- Staff must not attempt to pick up any needles, syringes or paraphernalia which they suspect may have been used to administer drugs, unless they are wearing the appropriate protective gear (heavy duty gloves, tongs etc). Needles and syringes should be placed in sharps box and the local council should be contacted to collect and dispose of the equipment.

Involving the Police

- Staff should work in partnership with the police by handing in any drugs found or confiscated during church activities.
- Where a situation arises that cannot be resolved by staff safely, an emergency call should be made to the police for assistance.
- If the police are called to deal with an incident involving a young person under the age of 18, the parents/guardians of the young person should be informed.

Information, support and guidance

- General drug and alcohol information should be available at the youth club, including information about helpline numbers, websites and any local drug/alcohol support agencies.

- All staff and volunteers will have the opportunity to undertake basic drug and alcohol training. This will be discussed and arranged with their line manager during supervision.

This policy will be reviewed annually by the management committee.

Youth Development Project of the Diocese of London

T12 – Health and safety guidance

Introduction

[Name of church] takes the maintenance of health and safety extremely seriously as a matter of both legal and moral importance. All staff will be familiarised with the provisions contained within this policy as part of their induction and be expected to act in accordance with them at all times.

The church aims to ensure the health, safety and welfare of all staff, children, young people, visitors and other individuals who may be affected by the church's activities. The Health and Safety at Work Act 1974 will be complied with at all times. Management and staff will always ensure so far as is reasonably practicable that health and safety is a priority.

The church will aim to:

- Create a safe working environment
- Wherever possible prevent accidents and cases of work-related ill health
- Provide safe procedures for use, maintenance and storage of work-related equipment and substances.
- Ensure that all staff receive appropriate training and instruction.
- Conduct risk assessments at appropriate times for work-related activities

Responsibilities of the registered person, the manager and staff

The PCC is responsible for ensuring that staff both understand and accept their responsibilities in relation to health and safety procedures and ensuring that the club operates in a safe and hazard free manner.

The identification, assessment and control of risks within the youth club is vital in contributing towards reducing accidents and incidents.

The manager is responsible for the day to day implementation, management and monitoring of the Health and Safety policy. The manager is required to report any matter of concern regarding the Health and Safety policy to the PCC. In addition both the manager and one other designated member of staff are responsible for assessing risks to health and safety arising out of the club's activities and introducing suitable policies or procedures to eliminate or control any such risk identified, so far as is reasonably practicable.

It is vital to ensure that health and safety matters are taken seriously by all members of staff and other persons who are affected by the club's activities.

Staff who are found to have blatantly disregarded safety instructions or recognised safe practices will be subject to the procedures laid out in the Disciplinary Procedures policy.

The PCC will ensure that adequate arrangements exist for the following:

- Monitoring the effectiveness of the Health and Safety policy and authorising any necessary revisions to its provisions.
- Providing adequate resources, including financial, as is necessary to meet the club's health and safety responsibilities.
- Providing appropriate health and safety training and instruction for all staff.
- Ensuring that all accidents, incidents and dangerous occurrences are appropriately reported, recorded and investigated.
- Reviewing all reported accidents, incidents, near-misses and dangerous occurrences, to enable corrective measures to be implemented.

The manager is responsible for the day to day implementation, management and monitoring of the Health and Safety policy. The manager is required to report any matter of concern regarding the Health and Safety policy to the PCC.

The manager will ensure that:

- An additional designated member of staff will have delegated responsibility for implementing the Health and Safety Policy and associated practices outlined therein.
- Regular safety inspections are carried out and the reports accurately logged.
- Any action required as a result of a health and safety inspection is taken as soon as practicably possible.
- The Manager will distribute information on health and safety matters to the designated member of staff and where relevant, all other members of staff.
- An investigation is carried out on all reported accidents, incidents, near-misses and dangerous occurrences and they are reported to the relevant agencies, as appropriate.
- Staff receive appropriate training and instruction on Health and Safety matters.

Staff are responsible for ensuring that the provisions of the Health and Safety policy are adhered to at all times. As such, they are required to:

- Have regard for the Health and Safety policy and their responsibilities under it and have an inherent duty to ensure that safe systems and procedures are followed and to report any hazards and accidents appropriately.
- Have regard for any health and safety guidance issued by the Manager or the designated member of staff, and act upon it whenever appropriate.
- Take reasonable care for their own health and safety as well as of other persons who may be affected by their acts or omissions at work.
- Take all reasonable care to see that the equipment and premises that are used by children and young people, and the activities that are carried out at the club, are safe.
- Report any accidents, incidents, near-misses or dangerous occurrences that have led to, or may in the future be likely to lead to, injury or damage, and assist in the investigation of any such events.
- Undergo relevant health and safety training when instructed to do so by the manager.

Insurance

The Church will arrange Employers Liability Insurance in respect of its legal liability for loss or injury to Employees as required under the Employers Liability (Compulsory Insurances) Act 1969. In addition it will insure Third Party Motor risks for any vehicles owned, or which it is responsible, under the requirements of the Road Traffic Act 1974.

It may at its discretion, choose to insure its legal liability to third parties for loss or injury incurred as a result of church-related activities, under a Public Liability policy. It is recommended that the Church arranges such insurance.

Risk assessments

The Management of Health and Safety at Work Regulations 1999 places a duty on employers to assess the risks which their work activities and workplaces pose to themselves, employees and others (including members of the public, contractors etc), that significant findings are recorded in writing and that they are reviewed regularly. The law says they should be '**suitable and sufficient**' – which means that it identifies the risks from or in connection with the work, ignores trivial risks and those associated with life in general, and contains details in proportion to the level of risk and uses specialist information when necessary.

Risk assessments should be kept in the office and must be kept up-to-date. They should be conducted for any new session or piece of work, whether on-site or off-site, or any trip or outing that is planned. It is the responsibility of the

PCC to ensure that all risk assessments are carried out, but to be effective all staff should contribute to the process.

Electrical equipment

The Church must ensure that all electrical equipment is safe and this includes procedures for preventative maintenance (which may include an annual inspection by a competent person or qualified electrician, it is not a requirement for all items) and to ensure safe working procedures with electrical items.

Display Screen Equipment

A Workstation assessment should be completed by any staff who are 'regular' users of Display Screen Equipment (no formal definition of 'regular' exists but it is generally interpreted as when most working tasks involve the use of a Display Screen, and in particular for more than 5 hours a day). The Workstation should be assessed with regard to the suitability and safety of the equipment supplied and the tasks to be undertaken. Staff who are 'regular' users are entitled to a free annual eyesight test, the cost of which must be covered by the employer.

Control of hazardous substances

The COSHH regulations require a risk assessment for the identification, safe handling, storage and use of dangerous substances used in work-related activities and for appropriate procedures to be implemented.

Fire

A Fire Risk Assessment is a requirement of the Fire Safety Act 2006 and should be retained at the premises. In addition, Fire evacuation procedures and fire exit signs should be clearly displayed at the church and in additional church buildings. Regular fire drills should be carried out and these should be recorded and filed in the church office. The fire alarms and smoke alarms should be tested regularly. Fire extinguishers should be tested regularly and maintained in good working order, ideally under a maintenance contract. All fire exits should be kept clear and free of obstacles.

First aid and accidents

Dependant on the activities undertaken, the manager should ensure that at least one member of staff at each youth work session has a current 'first aid at work' certificate. For some low-risk activities it may be considered only necessary to have an 'appointed person' (per 50 people) who does not have to hold a valid First Aid Certificate.

First aid boxes should be easily accessible and should be available during both on-site and off-site activities (including in the minibus). A sign should

indicate where the first aid box is kept. It is the responsibility of the Manager to ensure that first aid equipment is re-stocked when necessary.

All injuries to staff, volunteers and users of the building must be recorded in the accident book, which should be kept in the church office. A sample 'accident report form' can be found in this toolkit.

An accident which involves death or serious injury requiring hospital treatment, or where the injured person is away from work or unable to do their full range of their normal duties for more than three days (not counting the day of the injury) must be reported to Riddor on **0845 3009923** or see www.riddor.gov.uk.

Personal Safety and Building security

An assessment should be completed for any work activities which may involve a risk to personal safety (this may include lone-working) and appropriate procedures and policies implemented.

Security procedures should be agreed by the PCC and the management team (vicar, youth worker, church wardens etc) to ensure that all users to the building(s) are made to feel safe and secure. This will involve having a designated key holder in attendance at all times and a contact number of the relevant person to call during an emergency or out-of-hours. (A key holders declaration form can be found in this toolkit).

Hygiene

The main purpose of general hygiene is the prevention of body fluid borne infections. This can be achieved by procedures for ensuring adequate cleaning, sensible disposal of waste and appropriate personal hygiene. Hygiene notices and instructions should be clearly displayed for all staff and users of the church to see.

The hire and use of the kitchen for the preparation of food may require a qualification in basic food hygiene (check with your local authority environmental health department). "The Industry Guide to Good Hygiene Practice" ISBN 0 9001 0300 0 sets out in detailed guide to compliance with The Food Safety Regulations 1995, or contact the Food Standards Agency on 0845 606 0667.

Moving equipment

Manual handling needs to be assessed and appropriate measures put in place including moving equipment to be provided by the church, if necessary. Anyone moving or lifting tables, chairs or special equipment (pool table, games equipment etc) should receive specific training on correct lifting techniques and manual handling.

Youth Development Project of the Diocese of London

T13 – Confidentiality statement and data protection (sample)

Introduction

These are sample statements which you can give to young people to explain about [name of church]'s confidentiality and data protection procedures.

Keeping you safe

Information you give to us, whether you are an adult or a young person will be respected by all staff and we won't tell anyone outside of [name of church] youth club without your permission. However, because your well-being and safety are the most important things to us it may sometimes be necessary to tell someone else if we believe there is a risk of harm or danger to you or any other child, young person or vulnerable adult. Where possible, we will keep you informed of what's happening

Please ask a member of staff if you want to know more.

Data Protection – What we do with information you give us

To help us support and work with you, [name of church] youth club will need to keep information that you tell us about yourself in your Consent Form.

The information is kept in a paper file and on computer - you can see it at any time, just ask one of the leaders. Your information will always be kept safe and secure.

[Name of church] will use the information you give us:

- To contact you
- To provide research, numbers and facts about our service, but we do not include your name or identify you if anything is published.

Youth Development Project of the Diocese of London

T14 – Supervision guidance

Introduction

Staff supervision is a continuing, essential, two-way process by which:

- Managers can monitor and assess the progress and quality of work and provide the support, encouragement and motivation, which staff may need in order to carry out the duties of their post successfully.
- Members of staff can regularly account for and review their work and identify the support, including resources, they require, in order to do their job and further their development.

It has three overlapping functions - performance management, support and development. Therefore it has close links with the appraisal scheme. The purpose of appraisal is to provide staff with an opportunity to review their work over a 12-month period, plan future targets, identify any changes needed to the job description and the support and development opportunities needed in order to achieve targets.

Supervision is not for providing extensive counselling support for matters related to private personal circumstances, although plans for how this can be provided by other means will need to be explored as necessary.

Aim of the policy

This policy provides a framework for supervision within which a minimum standard can be assured which aims to facilitate the optimum development of staff in pursuit of the church's overall aims.

Purpose of line management supervision

- Allocate, plan, monitor, review and evaluate current work.
- Seeking authorisation for actions outside an individual's remit
- Contribute to/consult about decisions affecting current tasks
- Raise any issues of concern about performance
- Work on any disabling effects of stress that arises from or impacts upon work
- Cope with change processes either individual or church wide
- Explore new ideas in relation to work tasks

- Clarify learning objectives
- Agree a programme for learning
- Integrate learning with work

Contract for supervision

- Confidentiality – agree the level of confidentiality in advance
- Dates and venue for supervision should be agreed well in advance. Venue should be suitable for both parties and should be free from interruptions.
- Session length should be agreed in advance (e.g. 1 hour for full-time staff, ½ hour for part-time/volunteer staff)
- Supervision sessions should not be used to deal with other church issues, not directly relating to the supervisee's role
- Both line manager and supervisee should make suitable preparations for the supervision
- The agenda should be set in advance or negotiated at the start of the session
- Formal notes should be taken by the line manager and agreed and signed by both parties. They should be stored securely and accessibility should be agreed (e.g. line manager, supervisee etc)
- All staff, whether paid or voluntary, are entitled to regular line-management supervision. As a guide, full-time staff should be supervised monthly and part-time/voluntary staff should be supervised once a term.

Supervisee's responsibilities

- To ask for help in a clear and direct way
- To identify the responses that you want
- To prepare adequately for supervision
- To be open to feedback

Supervisor's responsibilities

- To ensure a safe space where the supervisee can discuss practice issues in his/her own way
- To help the supervisee explore and clarify issues relating to their practice

- To challenge practice which is deemed to be unethical, unwise or incompetent
- To challenge professional and personal direct/indirect prejudice which may be perceived as part of individual or church practice

Non-managerial supervision

Non-managerial supervision compliments line-management supervision by providing staff with the opportunity to reflect on youth work related issues and practice with someone who is not the employee's line manager. It is a chance to work through professional issues, attitudes and difficulties in a non-judgemental and confidential climate.

- The non-managerial supervisor should be someone acceptable to both employee and the organisation
- Non-managerial supervision is confidential to the employee unless otherwise agreed or unless issues regarding the safety of a young person/other worker/community member arises
- Regularity of meetings should be agreed with the line manager

Youth Development Project of the Diocese of London

T15 – Training guidance

[Name of church] is committed to meeting the identified training and development needs of all staff, equipping them with the skills, knowledge and experience necessary for the achievement of its strategic aims and for the continuous development of the individual and the church.

- [Name of church] encourages and promotes the pursuit of continuous personal and professional development for all staff in order to secure the highest possible levels of performance.
- Training and staff development provides support for the job and underpins personal, professional and organisational growth.
- All training and staff development results from a process of supervision and appraisal, or from declared team objectives.
- All staff are expected to participate in approved training and staff development opportunities.
- All training and staff development should be agreed by the line manager.
- All training and staff development should be recorded, reviewed and monitored and the outcomes evaluated.
- Training and staff development costs should be factored into the overall youth work budget by the PCC and the senior youth worker.

Youth Development Project of the Diocese of London

T16 – Code of conduct guidance for [name of church] youth club

Introduction

The code of conduct has been drawn up to support all those working with children and young people at [name of church], to inform the work and protect them when working in isolation and vulnerable situations.

Workers are expected to demonstrate a consistent commitment to equal opportunities and -

To young people by:

- Showing respect for young people
- Respecting the confidentiality of the young person and by being clear about the limits of confidentiality (e.g. child protection situations)
- By offering challenging and exciting experiences undertaken responsibly in a safe environment
- By recognising unacceptable behaviour and taking action, which enables change to take place

To themselves and colleagues by:

- Being honest with and showing respect for colleagues
- Respecting the confidentiality of other workers
- Working and planning to the best of their abilities
- Only working alone when immediate support is available and/or health and safety of a young person is at risk
- Offering support to colleagues and seeking it for themselves

To the overall aims of [name of church] youth project by:

- Leading by example and being positive role models -
 - Not using offensive language
 - Dressing appropriately to the occasion, task and company present
 - Not smoking, drinking alcohol or using other substances whilst on duty and working with young people
- Creating an environment within which young people can feel safe and learn
- Creating an environment which embraces diversity

Responsibility and conduct within Service boundaries

Staff (paid and voluntary) are expected to:

- Attend and participate in regular staff meetings having prepared for them
- Attend other meetings as required having prepared for them
- Be punctual when attending meetings or sessions with children and young people and to recognise that they are a role model.
- Try to create a culture of support and mutual concern for staff, one in which support can be freely asked for and given.
- Take responsibility for their own work load
- Make accurate records of work done, recognising that these records are classed as legal documents.
- Follow accepted safety procedures when working off premises. Recognise that the safety of worker/s and individual young person/s involved is the primary concern (see lone working section).
- Have other people nearby when engaged in formal counselling sessions and, where possible, be visible without compromising privacy e.g. vision panel in doors if practicable.

Professional boundaries

There are number of areas where staff are expected to maintain boundaries including:

- **Professional competence:** To act within own level of competence and to maintain and develop that competence. To seek agreement of the individual concerned if making a referral or if this is not appropriate explain reasons for it. Staff should not continue to work within key roles when their functioning is impaired due to personal, emotional or medical difficulties. Workers should not consume drugs or alcohol prior to or during work with children or young people. Staff should not smoke whilst working with children or young people.
- **Disclosing personal information about yourself:** Most self-disclosure is inappropriate. When a worker is in doubt they should first discuss the situation with their line manager.
- **Friendship:** Relationships may be a form of befriending but not a friendship. Staff should not have friendships outside of working time with young people who access the service.
- **Recognising established conventions:** Becoming aware of appropriate conventions in our multi-cultural society.
- **Language:** Use appropriate language and refrain from inappropriate language or that which could be misconstrued, especially by children or young people.

Behaviour

- Behaviour must be appropriate and respectful of physical or emotional privacy of others

- Physical contact should normally only be made in response to the young person's need, be of limited duration and must always be appropriate to the young person's age, stage of development, gender, ethnicity and background. Always be sensitive to the young person and be aware that physical contact may be misconstrued by them or an observer. Physical contact should never be secretive, used to serve the needs of the adult or represent a misuse of responsibility.
- Staff should not participate in behaviour exhibited by children or young people that is illegal, unwise from a safety point of view or that is discriminatory or oppressive to others.
- Staff should not give out home telephone numbers, addresses or other private information of other staff members.

Sexual Relationships

Staff members must not be involved in a sexual relationship with any child, young person, the young person's parent or carer or any other service user.

Challenging the behaviour of a colleague

If a staff member becomes aware of or observes unacceptable behaviour by a colleague he/she should report the matter immediately to the Manager and follow any relevant procedures. The safety of the service user is the main consideration.

Managing self

There may be times when a worker recognises that they are having difficulty in maintaining a professional boundary. The staff member must act to protect the young person and themselves. A discussion with their line manager should take place immediately to ensure appropriate actions and to prevent any escalation of difficulty.

Professional judgement and line management

It is not possible to make prescriptive guidelines for every specific boundary scenario so workers need to be aware of the different factors which may affect their practice in the various work contexts in order to make appropriate decisions. They should also consult their line manager. Regular discussions with colleagues about practice dilemmas is good practice and a means of mutual support as is training for all staff on these issues.

Youth Development Project of the Diocese of London

T17 – Discipline and grievance procedures (sample)

Introduction

All the information in this section is taken directly from the ACAS website. We have included the 'at a glance' procedures below but for the full procedures, please go directly to the ACAS website by following the link:

<http://www.acas.org.uk/index.aspx?articleid=1774>

Why have disciplinary rules and procedures?

1. Disciplinary rules and procedures help to promote orderly employment relations as well as fairness and consistency in the treatment of individuals. Disciplinary procedures are also a legal requirement in certain circumstances (see paragraph 6)
2. Disciplinary rules tell employees what behaviour employers expect from them. If an employee breaks specific rules about behaviour, this is often called misconduct. Employers use disciplinary procedures and actions to deal with situations where employees allegedly break disciplinary rules. Disciplinary procedures may also be used where employees don't meet their employer's expectations in the way they do their job. These cases, often known as unsatisfactory performance (or capability), may require different treatment from misconduct, and disciplinary procedures should allow for this.
3. Guidance on how to draw up disciplinary rules and procedures is contained in paragraphs 52-62.
4. When dealing with disciplinary cases, employers need to be aware both of the law on unfair dismissal and the statutory minimum procedure contained in the Employment Act 2002 for dismissing or taking disciplinary action against an employee. Employers must also be careful not to discriminate on the grounds of gender, race (including colour, nationality and ethnic or national origins), disability, age, sexual orientation or religion.

Disciplinary procedures – at a glance

Drawing up disciplinary rules and procedures:

- Involve management, employees and their representatives where appropriate (Paragraph 52).
- Make rules clear and brief and explain their purpose (Paragraph 53).
- Explain rules and procedures to employees and make sure they have a copy or ready access to a copy of them (Paragraph 55).

Operating disciplinary procedures:

- Establish facts before taking action (Paragraph 8).
- Deal with cases of minor misconduct or unsatisfactory performance informally (Paragraphs 11-12).
- For more serious cases, follow formal procedures, including informing the employee of the alleged misconduct or unsatisfactory performance (Paragraph 13).
- Invite the employee to a meeting and inform them of the right to be accompanied (Paragraph 14-16).
- Where performance is unsatisfactory explain to the employee the improvement required, the support that will be given and when and how performance will be reviewed (Paragraphs 19-20).
- If giving a warning, tell the employee why and how they need to change, the consequences of failing to improve and that they have a right to appeal (Paragraphs 21-22).
- If dismissing an employee, tell them why, when their contract will end and that they can appeal (Paragraph 25).
- Before dismissing or taking disciplinary action other than issuing a warning, always follow the statutory dismissal and disciplinary procedure (Paragraphs 26-32).
- When dealing with absences from work, find out the reasons for the absence before deciding on what action to take (Paragraph 37).

Holding appeals:

- If the employee wishes to appeal invite them to a meeting and inform the employee of their right to be accompanied (Paragraphs 44-48).
- Where possible, arrange for the appeal to be dealt with by a more senior manager not involved with the earlier decision (Paragraph 46).
- Inform the employee about the appeal decision and the reasons for it (Paragraph 48).

Records:

- Keep written records for future reference (Paragraph 49).

Why have grievance procedures?

1. Grievances are concerns, problems or complaints that employees raise with their employers.
2. Grievance procedures are used by employers to deal with employees' grievances.
3. Grievance procedures allow employers to deal with grievances fairly, consistently and speedily. Employers must have procedures available to employees so that their grievances can be properly considered.

4. Guidance on drawing up grievance procedures is set out in paragraphs 90-95.

Grievance procedures – at a glance

Drawing up grievance procedures:

- Involve management, employees and their representatives where appropriate (Paragraph 90).
- Explain procedures to employees and make sure they have a copy or ready access to a copy of them (Paragraph 94).

Operating grievance procedures:

- Many grievances can be settled informally with line managers (Paragraph 67).
- Employees should raise formal grievances with management (Paragraph 73).
- Invite the employee to a meeting and inform them about the right to be accompanied (Paragraph 77).
- Give the employee an opportunity to have their say at the meeting (Paragraph 78).
- Write with a response within a reasonable time and inform the employee of their right to appeal (Paragraph 81).

Appeals:

- If possible, a more senior manager should handle the appeal (Paragraph 82).
- Tell the employee they have the right to be accompanied (Paragraph 82).
- The senior manager should respond to the grievance in writing after the appeal and tell the employee if it is the final stage in the grievance procedure (Paragraph 83).

Records:

- Written records should be kept for future reference (Paragraph 87).

Youth Development Project of the Diocese of London

T18 – Transport guidance

Introduction

This policy is in place to ensure that all vehicles used for [name of church] youth project activities are used safely and in accordance relevant insurance and legal requirements.

Private cars

You should ensure that the vehicle is road worthy (with a valid MOT if required), taxed, insured appropriately (i.e. business use if you are an employed youth or children's worker) and maintained.

When planning an activity for which transport is required, the senior worker should check the following:

- Where a private car is being used, the owner has given permission for it to be used in transporting young people in the course of an organised activity, and that the driver is properly insured under the owner's motor insurance policy.
- Plan the logistics of the trip carefully to ensure you have the right number of seats. There should always be two adults in the vehicle when transporting young people. Children under 11 years (or 135cm in height) may require a child safety seat and the driver is responsible for ensuring that they have one.
- Youth workers using their own private car should have business cover and check with their insurers. In many instances this cover will be agreed by Insurers at no extra cost, under the terms of the 'Motor Conference Agreement' which allows for employees of voluntary organisations to use their vehicle for business activities within the definition of 'personal business use' without extra charge (see www.abi.org.uk for details). Ask the person you are speaking to refer the matter if they are not aware of this agreement and always make a note of their name, the time and date of the conversation.
- Vehicle details, insurance and MOT information should be provided. Under Health and Safety legislation, the employer must make checks to ensure that the vehicle is adequately maintained and this may include an annual check of servicing and maintenance history.
- Any accidents should be promptly reported to the owner (& the Employer if using own vehicle on work-related activities) and a copy of the report retained.

Minibuses

When planning an activity for which transport is required, the senior worker should check the following:

- All persons designated as named drivers for the minibus should have taken the necessary minibus driving test - MiDAS is the Minibus Driver Awareness Scheme, organised by the Community Transport Association.
- Where a minibus owned by a church or other organisation is involved, the owner has given full permission for it to be used for the activity concerned, and that the driver or drivers will be covered under the owner's minibus insurance policy. Copies of the driver's licence should be taken.
- Where a minibus is owned by the church, there should be a log book which the driver completes for each journey, detailing mileage, condition of the vehicle, destination etc.
- Where a minibus is hired, that the hirer's terms and conditions are complied with, and that only the drivers permitted by the owner are allowed to drive the vehicle. Read the small print carefully before agreeing to the hire contract. Check the vehicle over for damage before driving away and note any damage however superficial. Check the brakes, lights and indicators, the oil gauges, the condition of tyres and the amount/type of fuel. Find out what to do in the event of breakdown.
- The driver is responsible for checking that it is a roadworthy vehicle. If in doubt, do not drive the vehicle.
- Any accidents should be promptly reported to the owner (& the Employer using the vehicle on work-related activities) and a copy of the report retained.

Taxis

If the church is using taxis to transport young people to or from an event/activity, the senior youth worker should ensure the following:

- A member of staff accompanies the young people, where possible
- Young people and parents know the pick-up and drop-off arrangements
- The company is a reputable, registered firm and is adequately insured
- Drivers have enhanced CRB checks
- Taxis are not required to comply with the Child Safety Seat Regulations

Driving Record

When an employee or volunteer drives on behalf of the church, they do so in a 'professional' capacity and you are therefore obliged under the statutory

duties imposed by law, the Health and Safety at Work Act 1974 and the HSAW Management Regulations 1999 to:

- Ensure the safety of both our employees and 'any persons who may be affected by your work' (i.e. members of the public),
- Undertake appropriate risk assessments to ensure the safety of the activities that your employees undertake on our behalf,
- Inform, train and supervise employees in the use of workplace equipment (which includes vehicles, whether church-supplied or otherwise) and to manage the conditions under which employees drive for work.

There is a legal duty to evaluate the competency of all authorised drivers, bearing in mind that they are now driving in a professional capacity on your behalf. A number of factors must be considered in the risk assessment process which include:

- How long the driver has been driving,
- Their driving experience, i.e. whether they have any penalty points and for what offences,
- The driving duties that you will be expecting them to undertake on our behalf.

For this reason it may necessary to consider a policy for ensuring that only authorised drivers do so for church-related activities. This may include excluding drivers with less than 12 months experience from carrying children and young people as passengers; and for drivers with penalty points in excess of a certain amount not to drive, unless they have satisfactorily completed a driver training programme.

Youth Development Project of the Diocese of London

T19 – Detached and outreach guidance

Introduction

Detached and outreach youth work teams aim to reach out and make contact with young people who may have little access to provision in their local areas or who choose not to use such provision. The aim of the work is to enable young people to develop their full potential as individuals and as members of groups and communities.

Definitions

Outreach work is part of most youth workers' jobs. Most paid staff work in buildings but also have an area brief. Many workers do some outreach in the community to encourage young people to take part in the groups and activities taking place in the centres, and to use the services on offer.

Detached work differs from outreach work in that workers and young people recognise that coming in to a centre may not be immediately appropriate so they choose to build relationships and plan work outside in the community.

Objectives of detached and outreach work

1. To meet young people where they are and develop new and improved communication channels with them
2. To establish relationships and encourage them to participate and make safe decisions and choices for themselves
3. To provide and encourage access to a range of provision
4. To inform and encourage young people to participate in the use of existing services and support.
5. To provide accessible and relevant information
6. To raise young people's awareness of the effect they have on the community and their rights and responsibilities as members of the community
7. To gain a comprehensive and in depth understanding of the local community.

Resources

- All workers undertaking outreach or detached work should attend suitable training prior to beginning the work to ensure they have the necessary skills and understanding to do the work.

- All workers should undertake lone working safety training.
- A suitable vehicle should be available for the outreach/detached work.

Workers should take out the following:

- Petty cash
- Identity card
- Torch
- Leaflets
- Recording forms, pens and paper
- Emergency and essential phone numbers
- Mobile phones

Before starting the work

- Do a full reconnaissance of the areas you will be working in. Contact shop owners, post offices, publicans, churches, schools, residents. Let them know who you are and what you're are doing.
- Find out if any other agencies do outreach/detached work in the same patch and which nights they go out (don't duplicate work and go out on the same evenings).
- Contact the local police, inform them of what you plan to do and when.
- Conduct a thorough risk assessment of the area and the work you plan to do.
- Agree what you will do in an emergency and have a plan of action.
- Make sure you leave a forecast sheet at the office/with a line manager before every session stating the dates, times and places you intend to cover at each session.

Good practice guidelines

- Never work alone – always work in pairs and always stay in view of each other. Agree the boundaries and practice before you go out.
- Don't take handbags, wallets, expensive jewellery or clothing out whilst working
- Wear your ID cards and make sure they are visible
- Wear practical clothing suitable for the weather conditions you are working in
- Carry a fully charged mobile phone with emergency contact numbers inputted

- Meet before and after the session to plan and de-brief the work
- Do not work in an area unless previously agreed with supervisor
- Act within the law; withdraw at once if you suspect something illegal is taking place or is about to take place
- Always ensure that you approach individuals in a manner whereby they are able to see or hear you
- Know your limitations. Refer contacts to other agencies when appropriate, or when they require help outside your expertise/ responsibilities
- Respect confidentiality between different groups of young people
- Don't work with young people who are under the influence of alcohol or drugs, but make an agreement to meet at another time
- If for any reason you feel unsafe or unsure at anytime, leave immediately
- Phone supervisor when leaving an area and returning home
- As with all forms of good practice in youth work, detached work depends on good planning and evaluation strategies
- Young people should also be asked to evaluate and review detached work by appropriate methods

Youth Development Project of the Diocese of London

T20 – Residential guidance

Introduction

Residential are a great youth work tool and can have a huge positive impact on young people. They do however, take a lot of planning and there are many things to consider. The following guidelines may help you to plan, organise and deliver a really safe and successful residential.

Planning

- Start planning well in advance; even a day trip should take a couple of months to plan. Give yourself at least nine months for a residential trip; there are lots of things to consider and organise and the more time you allow yourself, the better the event will be.
- Draw a timeline – this will help you allocate your tasks and set deadlines for when things need to be done.
- Book venue – this should be one of the first things you do. Visit the venue initially to ensure that it is suitable for your group's needs. Consider sleeping arrangements (tents, dormitories etc), catering facilities (is food provided or will you have to cook it yourselves? Can they cater for special dietary needs?), instructors, disabled access, evening activities (games room, TV room etc) and ask to read any feedback or comments from previous groups. Conduct a risk assessment on the venue prior to your trip. Check that the venue has appropriate insurance.
- Involve young people in the planning stages – the earlier you involve young people, the more of a sense of ownership they will have. Find out from them what they think makes for a good residential and see how this can be incorporated into your planning.
- Send letters to young people and parents/carers well in advance to inform them of the dates and costs. Ask for a cash deposit to reserve places; this will give you an idea of the level of commitment. Decide on whether the church will be able to subsidise the event to reduce the costs to participants. If financial issues are limiting the number of young people who can attend, discuss ways of raising money to fund the trip e.g. applying for a grant from a trust or fundraising activities such as a car wash, bar-b-q, jumble sale, sponsored events etc. Give a deadline of when the full amount needs to be received by.
- Be clear about your objectives for the event – ensure that it integrates with the ongoing work that you do. Objectives might include: team building, evangelism, confidence building, theme based etc. Being clear about your

goals and objectives from the outset will also help you evaluate the event afterwards.

- Young people – consider the ages of the group i.e. is it appropriate to have 11 and 19 year olds in the same group or is it better to split the ages and have a separate residential for the younger ones and one for the older group? Consider the needs and abilities of individuals in the group and plan activities accordingly.
- Staffing – ensure that you have adequate staff cover for the event. Think about gender ratios, valid enhanced CRB checks for all staff, any training needs to be addressed/budgeted for etc. Make sure at least one member of staff has a current and valid first aid certificate.
- Planning team – involve staff in the planning of the residential. Allocate and agree tasks so the planning and preparation isn't all left to one person. Factor in time for team building events for staff prior to the event and draw up a list of responsibilities and roles for each person. Be clear about what is expected of staff, whether you will have a duty-rota, whether staff will be expected not to drink alcohol whilst on the residential etc.
- Arrange transport
- Risk assessments – conduct risk assessments for every aspect of the residential including travel to and from the venue, the venue itself, activities at the venue, trips out away from the venue etc. All risk assessments must be discussed with and signed off by the youth work co-ordinator's line manager.
- Consent forms and emergency contact details – young people will not be allowed to take part in the event unless all forms are signed and returned.
- Send letters home to parents/carers which clearly state:
 - Dates of the event
 - Pick-up and drop-off times
 - Venue address and details
 - Full programme of activities
 - Emergency procedures
 - Staff contact details
 - What will happen if a young person misbehaves (and may possibly have to be collected or brought home early)
 - Clothing and equipment required
 - Spending money limits
 - Valuables
- Emergency plans – discuss and be clear with the team what your plan for emergencies will be whilst on the residential.

- Hold a pre-residential meeting with young people and decide whether you want to invite parents/carers to attend all or part of this meeting. The meeting will be an opportunity to go through the activities planned, agree ground rules and acceptable behaviour for the event, explain what will happen if rules are broken (sanctions, warnings, removal from the event etc) and generate excitement and enthusiasm for the event.
- Draw up a checklist of all the paperwork and forms you will need to take with you, plus any equipment you might need.

On the residential

Providing you have done all the necessary planning and preparation, you should now be able to focus on having fun and making the residential an enjoyable experience for the young people!

Meet together as a staff team on a regular basis throughout the residential to reflect on how the programme is working and if any changes need to be made.

Evaluation

Undertaking a thorough evaluation of the residential is just as important as the planning and preparation stages. Good evaluations should enable young people to feedback honestly about their experiences. Evaluations should celebrate what was good about the event and should highlight areas for improvement and learning.

Things to consider:

- Evaluate all aspects of the residential – planning and preparation, activities, venue, food, transport etc.
- Vary the format of the evaluations – have a mixture of forms / feedback sheets as well as more creative ideas e.g. young people present their feedback in small groups to the rest of the group; young people make a short video / vox pops about their experiences etc.
- Evaluate the residential as a staff team – consider what went well and what didn't go quite so well. Identify if any of the problems could have been addressed in the planning stages and if so, factor this in for future events.
- Feedback to the church about the event. Display photos, artwork and feedback around the church or youth centre. If you received money from any funders for the residential, be sure to send them a report of the event.

Residential Checklist (to be used in conjunction with the above guidance)

This list is not exhaustive but is designed as a planning tool to help identify what needs to be done. You may want to add items to the checklist according to your situation.

Roles and Responsibilities

Have you appointed appropriate people for the following:

Role	✓
Co-ordinator/s	
Planning Team	
Senior Youth Worker at Residential	
Main Emergency Contact Person at Camp (with mobile number for parents to call)	
Main Emergency Contact in London who holds copies of all emergency details	
First Aid Appointed Person/s	
Caterer	
Health and Safety officer	
Child Protection Officer	
Youth Leaders	
Treasurer	

Tasks

These are the main tasks that need to be done. Depending on the nature of the Residential or activities you have planned you may need to add to these:

Task	✓
Create Plan or Time Line for planning the Residential	
Invite young people to be involved in the planning	
Agree and Set Budget	
Recruit volunteers and ensure they have enhanced CRB checks	
Book Venue	
Visit Venue for suitability and conduct risk assessments of venue and activities	
Check insurance cover	
Plan sleeping arrangements for young people and staff	
Arrange catering	
Organise transport	

Ensure staff receive information/training eg child protection, health and safety	
Plan activities and content	
Identify equipment needed and obtain/locate	
Agree sanctions and boundaries	
Establish emergency procedures	
Obtain consent forms and payment	
Agree rota/responsibilities for Residential	

Records and Forms

It is essential that you maintain a written record of the following and where necessary (eg personal details) keep these in a secure place:

Paper Work	✓
Enhanced CRB Checks for all staff and volunteers	
Volunteer/Staff agreement for residential	
Contact and emergency details for all staff	
Information letter to young people and parents	
Consent Forms for young people including photographic consent	
Equipment list for young people	
Equipment list for Team	
Risk Assessments	
Child Protection emergency numbers	
Evaluation forms/recorded activity for staff and young people	

Youth Development Project of the Diocese of London

T21 – Lone working guidance

Introduction

[Name of church] recognises its responsibility to assess the risks to lone workers and to take steps to avoid or control the risk where necessary. This policy outlines the church's responsibilities and the necessary practical considerations.

Definitions

Lone workers can be described as:

- Workers in fixed establishments – e.g. youth work manager based at the youth project building.
- Mobile workers working away from their fixed base – e.g. youth worker doing a home visit to meet with a young person and their parent.

'At risk' means that there is a reasonable possibility of a person being exposed to danger or violence.

Legal position

The Management of Health and Safety at Work Regulations 1992 state that:

'Every employer shall make a recorded assessment of risks to which its employees are exposed, and shall separately record any group of employees identified as being especially at risk.

The employer must make appropriate arrangements for effective planning, organising, control, monitoring and review of prevention of protective measures in respect of the risks assessed.

The employer shall establish and give effect to appropriate procedures to be followed in the event of serious and imminent danger enabling the person concerned to stop work and proceed to a place of safety away from exposure to serious imminent and avoidable danger'

Every employee shall receive comprehensive and relevant information on the risks and protective / preventative measures being taken. Staff shall be properly trained to cope with the risk envisaged.

Practical considerations

The following steps are considerations that could be implemented following a risk assessment of lone working situations:

- All staff who have lone working responsibilities should undertake appropriate training
- Weekly timesheets and work plans should be submitted to the line manager, which clearly state any periods of lone working and the addresses / telephone numbers / contact person of the venues (if away from regular place of work). Risk assessments should be attached.
- Arrangements should be made for the lone worker to contact their line manager (youth work manager, vicar etc) at the end of the session to inform them that they have left safely.
- Emergency procedures should be discussed and planned of what will happen if the lone worker fails to phone in / make contact.
- When planning for staff levels in localities where violence may reasonably be expected, they should be organised to ensure a minimum of two workers on duty at any one time.
- If a lone worker considers him/her self to be in imminent danger, then reasonable restraint of a potential assailant or self defence or withdrawal to a place of safety, should not be the subject of criticism or disciplinary action.
- The lone worker should be provided with adequate, appropriate and effective equipment which may be required to ensure their personal safety e.g. mobile phone, entry systems, personal attack alarm, money for a taxi etc.
- For workers established as being 'at risk, budgetary restraint shall not be an acceptable reason for failure to purchase the required equipment.
- The youth work co-ordinator should maintain and replace the equipment as required. Workers are responsible for reporting any defects or loss of equipment to the youth work co-ordinator as soon as possible.
- A review of these procedures should be undertaken at regular intervals.

Youth Development Project of the Diocese of London

T22 – Youth participation guidance

Introduction

[Name of church] seeks to place young people at the heart of the church community. This document offers best practice guidance to help the church move towards a model of youth participation.

Definition of terms

The following terms are used in this policy:

- **Participation** – The process of involving children and young people in decision making by increasing levels of control and autonomy
- **Empowerment** – The outcome of this participation process in terms of children and young people's increased power and influence
- **Involvement** – The overall term for children and young people being included in the decision-making process at any level
- **Consultation** – A process which requires the commitment to take on board young people's views and present detailed information back to them.

Principles

[Name of church]:

- Upholds the right of young people to participate in decisions about activities and services that affect them
- Encourages and supports the involvement of young people in the planning, delivery and evaluation of [name of church] youth activities and services
- Undertakes to develop and support young people's involvement in projects, processes and partnerships that help them to contribute at all levels of church and youth club life.

Commitments

[Name of church] is committed to:

- Incorporating youth participation into its key aims and objectives

- Providing training for church members, staff and volunteers on youth participation and involvement
- Resourcing youth participation work
- Working with partner agencies and young people themselves to bring in resources, facilities and opportunities for young people in the church and the local community

Key principles for good practice in the active involvement of young people

(Taken from 'Hear by Right' – national standards for the active involvement of young people in democracy)

The active involvement of young people works best when:

A - The diversity of young people is recognised	
A1	True participation is based on the needs and aspirations of all young people – rooted in equality of access and equal opportunities, and taking account of diverse community interests and needs.
A2	A broad range of activities allows individual young people to engage in ways and at levels appropriate to their capacities and wants, and a proactive approach ensures hard-to-reach groups are aware of and encouraged to take advantage of appropriate opportunities.
A3	Their involvement is underpinned by formal and informal capacity building and training, both individually and collectively.
A4	Active involvement is taken at the right pace both for the individual young person and for the organisation.
B - Young people are valued	
B1	They are listened to and actively engaged in the development of policies and services.
B2	They are given swift and clear feedback about the impact of their involvement and the value of their contribution.
B3	A genuine partnership exists between staff and young people, which recognises young people's competence and potential, and helps young people to become a resource to their own development and to that of their peers and the community.
B4	There is honest and open communication and care is taken to avoid raising unreal expectations for service delivery.
C - Involvement is underpinned by adequate resources of expertise, time, money and organisational systems and processes, including:	
C1	Clear, widely communicated policy statements.
C2	A charter of services and values highlighting key features of what is practised.
C3	Staff and member recruitment, selection and development policies aimed at building the qualities, attitudes and skills required to involve young people.

C4	Clear boundaries around what is and is not possible in the area of involvement and service delivery.
C5	A transparent and accessible procedure for suggestions, complaints, compliments and appeals procedures.
C6	Clear policy on confidentiality and data collection/storage/dissemination.
C7	Structures to secure representation.
D - There are systems and processes for reviewing, evaluating and continuously improving young people's involvement	
D1	The church youth project must be accountable to the young people and the communities that it aims to benefit.
D2	The rationale and success criteria against which progress will be measured is established from the start.
D3	Monitoring and evaluation should be undertaken involving young people with lessons fed back into future planning

Summary – The nature of active involvement

Actions include:

- Planning and organising
- Doing and developing
- Checking, reviewing and learning

Techniques include:

- Decision making groups
- Parallel decision/informing
- Action taking
- Small discussion groups
- Creative consultation
- Being canvassed
- Open communication channels

Spectrum of involvement:

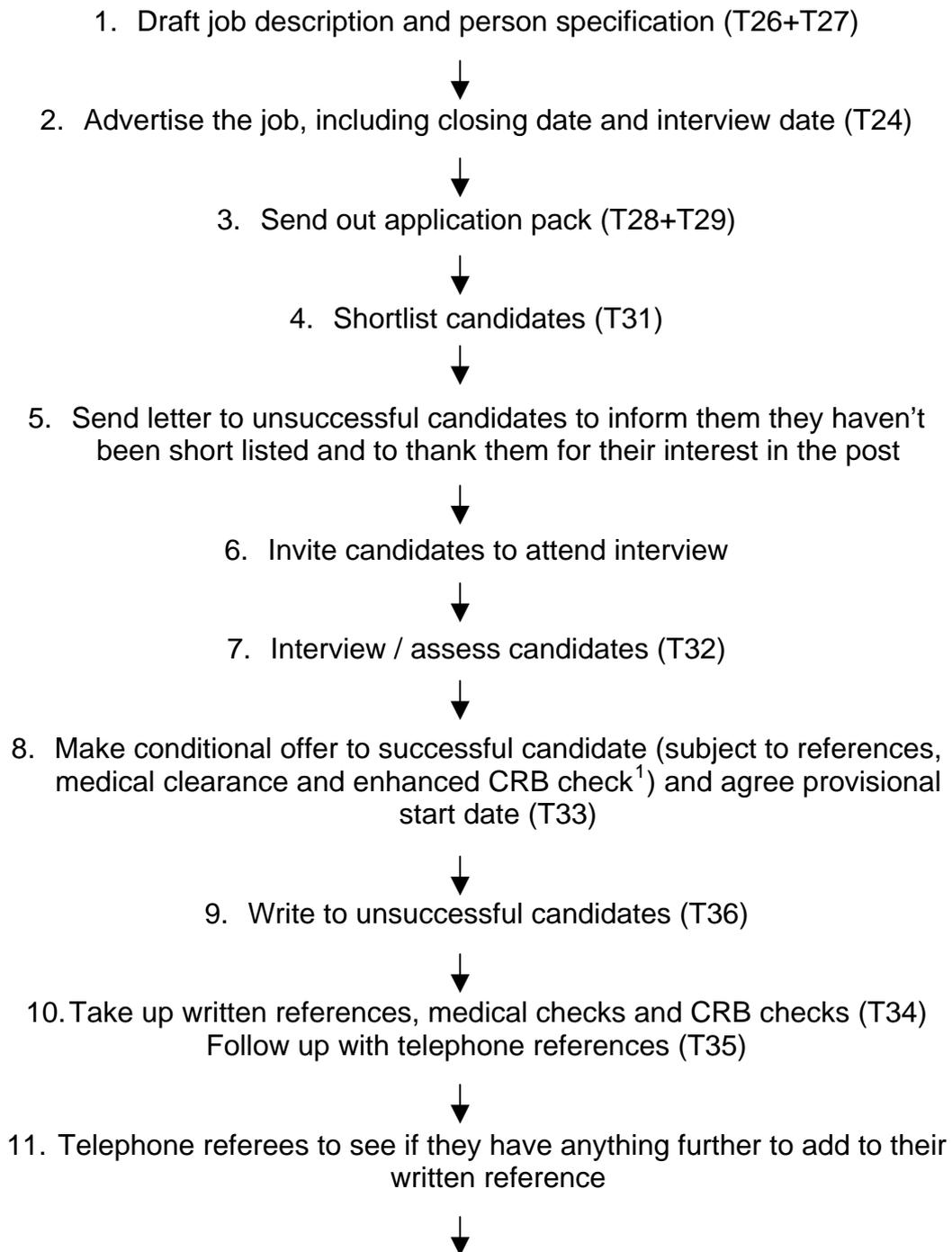
Being consulted	Representing	Decision sharing	Implementing	Initiating
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To adults ←———— power moves —————→ to young people

Youth Development Project of the Diocese of London

T23 – Recruitment flowchart

This flowchart gives a step-by-step guide to recruiting a youth worker. Where possible, consider involving young people in the recruitment process (making sure that you provide them with adequate training and support).



¹ Independent Safeguarding Agency (ISA) registration comes into effect in October 2009

12. Make unconditional offer, once all screening has been satisfied



13. Send contract of employment with terms and conditions (T37)



14. Confirm start date



15. Arrange induction programme (T39)

Youth Development Project of the Diocese of London

T24 – Job advert template

A good youth worker job advert should be clear and concise and should give the reader a flavour of the job and the ethos of the church setting.

You may want to structure your advert so it includes the following:

What and who the post holder will be responsible for

- Direct youth work – how many different groups/activities?
- Starting up new projects?
- Work in local schools and the community?
- Line management of volunteers and other youth workers?

What the post holder will need to have

- Relevant qualifications and experience
- Christian commitment – need to state genuine occupational requirement

What the post holder will receive

- Salary and any additional benefits (London Weighting, pension etc)
- Opportunities for professional development?
- Support and encouragement?

Don't forget to include:

- Job title
- Address, contact number and email address for application pack requests
- Closing date
- Interview date(s)
- Church website address (if available)

Youth Development Project of the Diocese of London

T25 – Places to advertise youth work vacancies

Magazines and newspapers

Children and Young People Now (weekly national publication)
Produced by the National Youth Agency (NYA)
Tel. 020 8267 4638 - advertising department
Email: [ypn.ads@haymarket.com](mailto:yjn.ads@haymarket.com)

Youth Work magazine (Christian monthly national publication)
Tel. 01892 653123 - advertising department

Church Times (weekly national publication)
Contact: 33 Upper Street, Islington, London, N1 0PN
Tel. 0207 359 4570

Church of England newspaper (weekly Christian newspaper)
Religious Intelligence Ltd, Fourth Floor
Central House, 142 Central Street
London
EC1V 8AR
Tel: 020 7417 5803 – advertising department

Youth Development Project of the Diocese of London

T26 – Sample youth worker job description

Job title:

Location:

Salary:

Responsible to:

Responsible for:

Job purpose: To be responsible for the pastoral care and development of the youth work programme for the age range 11-18 within the church.

Job description

1. To oversee and develop work with young people within the church and the local community
2. To help young people to explore the Christian faith in a creative and dynamic way
3. To identify the needs of local young people and provide a range of social education activities which aim to meet these needs
4. Network with local voluntary and statutory youth providers to build working partnerships which respond to young people's needs
5. To recruit, motivate and train volunteer youth workers
6. To establish involvement in local schools and to develop an ongoing strategy for the development of a schools programme
7. To manage and administer the youth budget
8. With the practical support and guidance of the steering group, identify potential funding sources and apply for funds to recruit part time youth workers
9. Any other related duties as from time to time may be required

Youth Development Project of the Diocese of London

T27 – Sample youth worker person specification

Job Title:

Location:

Salary:

Please demonstrate in your application, using examples, that you have the ability to meet the following criteria essential to the post.

Selection Criteria	* D	* E	Assessment Method
Experience <ul style="list-style-type: none"> i. At least 2 years youth and community work experience ii. Experience of undertaking needs-led work with young people iii. Experience of organising and leading youth events iv. Experience of networking and establishing working relationships with voluntary and statutory bodies v. Experience of working with young people with challenging behaviour 			A/I A/I A/I A/I A/I
Knowledge <ul style="list-style-type: none"> i. Knowledge of Health and Safety issues in relation to working with young people ii. Knowledge of Child Protection issues and procedures iii. An awareness of the needs and issues affecting young people today 			A/I A/I A/I
Skills and Abilities <ul style="list-style-type: none"> i. Ability to work on your own with minimum supervision and as part of a team ii. Ability to organise yourself in order to manage your workload efficiently iii. Ability to establish positive and productive relationships with young people iv. The ability to plan and deliver youth activities v. Ability to recruit, train and supervise a team of volunteers/sessional youth workers vi. Computer skills to use a variety of packages to input and retrieve information vii. Ability to verbally communicate with a range of different audiences (young people, professionals, church members etc) viii. Written communication skills to provide information to a range of different audiences (youth events, reports for funders etc) 			A/I A/I A/I A/I A/I A/I A/I A/I
Qualifications <ul style="list-style-type: none"> i. A professional Youth Work qualification ii. First Aid at Work certificate 			A A

Other requirements i. The flexibility to work evenings and some weekends ii. A Christian faith or a sensitivity to and understanding of the Christian faith iii. A full and clean driving licence			A/I A/I
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- * **D = Desirable**
- * **E = Essential**
- A = Application form**
- I = Interview**

Youth Development Project of the Diocese of London

T28 – Application pack contents

An application pack for candidates should include the following:

- Letter explaining the contents of the pack, instructions for completing the application form, deadline for the return of completed applications and date of interview(s)
- Copy of the job advert
- Job description
- Person specification
- Equal opportunities statement
- Terms and conditions of employment
- Application form

In addition, you may also like to include:

- Information about the parish
- Overview of the church's activities
- Map showing the location of the church
- Most recent annual report (if one exists)

Youth Development Project of the Diocese of London

T29 – Application form

Name of church

Application form for the post of *[insert job title here]*

1. Personal details

Title	Full name
Address	
Post code	
Contact telephone number	
Email address	

2. Education/qualifications – most recent first

School/college/university	Dates (from–to)	Course taken/ qualifications	Grade

3. Present employment

Name and address of present employer	Job title
	Salary
	Date of appointment
	Notice required
Brief details of duties and responsibilities	

4. Past employment (paid or unpaid) – most recent first

Employer's name and address	Position held	Dates

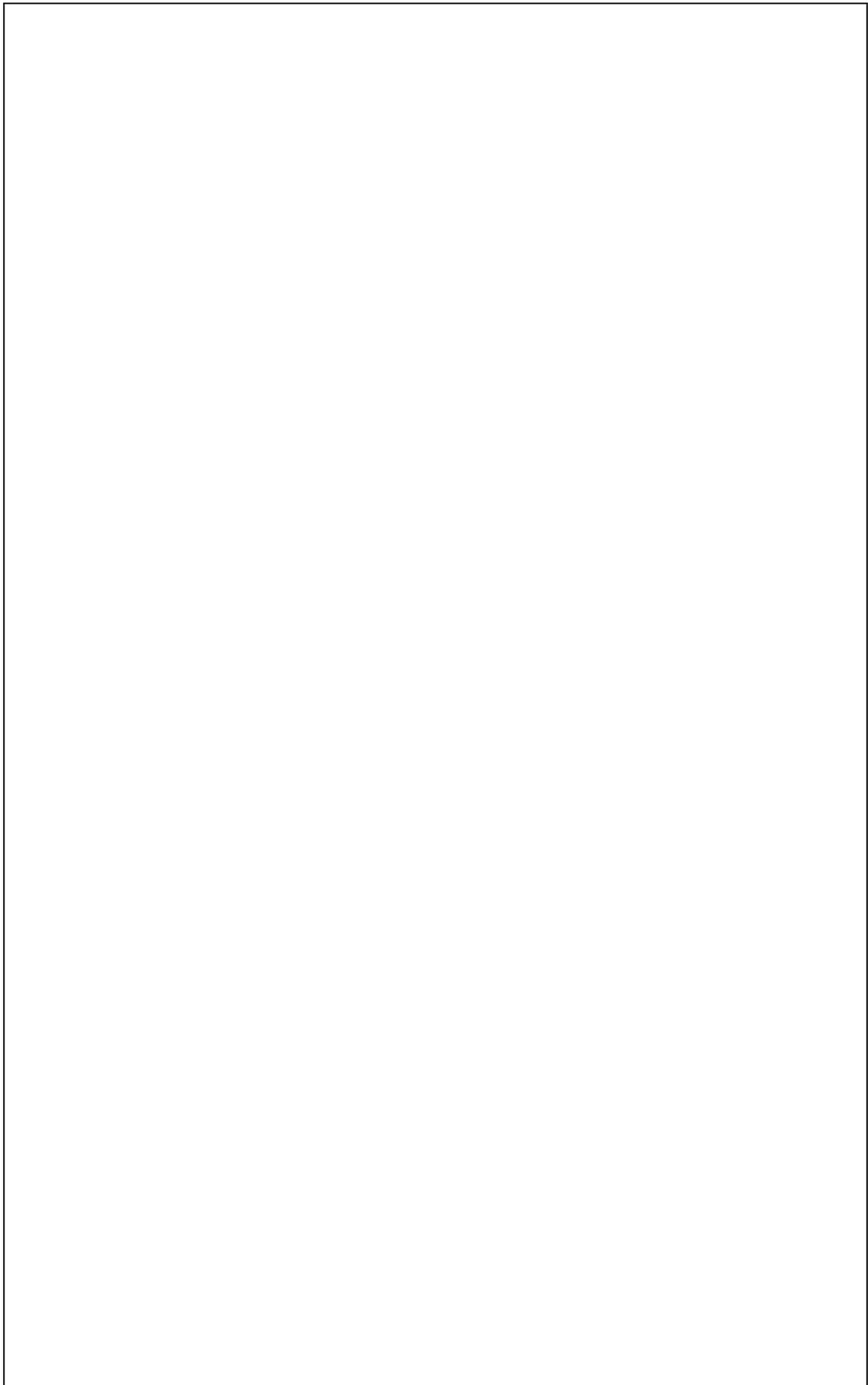
5. Relevant training courses – most recent first

Organising body	Course details	Dates

6. Personal statement

Please give a personal statement in support of your application, clearly demonstrating how you meet the criteria on the person specification. Continue on a separate sheet if necessary.

--



7. References

Note: Referees should **not** be friends or relatives

(i) Present/most recent employer	(ii) Previous employer or other
Name	Name
Job title	Job title
Address	Address
Post code	Post code
Telephone number	Telephone number
Relationship to you	Relationship to you
Please tick this box if you would prefer us not to contact this referee prior to interview <input type="checkbox"/>	Please tick this box if you would prefer us not to contact this referee prior to interview <input type="checkbox"/>

8. Driving

Do you have a full, clean driving licence? Yes <input type="checkbox"/> No <input type="checkbox"/>

9. Rehabilitation of offenders and Criminal Records Disclosure

Have you been convicted of any criminal offences? Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please specify:
<p>This post is exempt under the Rehabilitation of Offenders Act 1974 and as such appointments to this post will be conditional upon the receipt of a satisfactory response to a check of police records via the Criminal Records Bureau. Any information will be treated in the strictest confidence and used solely in relation to this application. This church is committed to safeguarding and promoting the welfare of children and young people/vulnerable adults and expect all staff and volunteers to share this commitment.</p>

10. Declaration

<p>I certify that to the best of my knowledge, the information given on this form is correct. I understand that my application may be rejected or that I may be dismissed for withholding relevant details or giving false information. I also understand that the information I have provided may be subject to checking.</p>
Signature..... Date

Youth Development Project of the Diocese of London

T30 – Safer recruitment

Interviewing guidelines and questions measuring personal attributes for safeguarding children and young people

1. Structure is key to a good interview

- A good understanding of the role requirements
- A systematic approach to assessing these
- Using reliable questions and methods
- Evaluating the evidence objectively

2. Attributes relevant to safeguarding

- Motivations for working with children
- Emotional maturity and resilience
- Appropriate values and ethics
- Safeguarding knowledge and understanding

3. Questions template

POSITIVE INDICATORS	MOTIVATIONS FOR WORKING WITH CHILDREN	NEGATIVE INDICATORS
Convincing responses	What were the main drivers for your wanting to work with children?	Unrealistic about personal strengths and weaknesses
Realistic knowledge and understanding	How do you motivate young people?	Unrealistic about working with children entails
Realistic appreciation of realities	What has working with young people taught you about yourself?	
Consistent under pressure	Tell me about a time when your authority was challenged?	Inappropriate responses under pressure or when in charge of others
Has control over emotions	What happened? How did you react?	Handles conflict badly
Knows when to seek help	What did you do to bring things back on course?	Does not seek help when needed

POSITIVE INDICATORS	VALUES AND ETHICS	NEGATIVE INDICATORS
A balanced understanding based on solid principles of rights and wrongs	What are your thoughts and feelings about children who make allegations against staff?	Extreme opinions without balance
Contemplative approach draws on personal experiences and on those of others	What are your attitudes to child protection? How have these developed over time?	Doesn't draw on information or understanding
Values the safeguarding agenda	How have your personal values evolved over time? How have they been shaped and influenced? What particular experiences have you drawn upon?	Doesn't show a rounded appreciation of safeguarding risks and issues

4. Questions to test safeguarding knowledge and understanding

- Tell us what you have done to make safeguarding improvements in your workplace
- Give an example of when you have had safeguarding concerns about a child. What did you do? Who did you involve?
- Has an allegation ever been made against you? (explore background, outcome and learning)
- What are your feelings about children who make allegations?

5. Some tips for interviewing

- Ask open questions which invite longer responses
 - Tell me about
 - Give me an example of
 - How do you go about
- Ask follow up questions and probe to check understanding
- Past behaviour is a good predictor of future performance
- Focus on what people have actually done, not what they will say they will do
- Avoid hypothetical questions
- With behavioural questions ask about what people have actually done
- What was the situation?
- What was the action they took?
- What was the result – was it an effective or ineffective outcome?

INTERVIEW QUESTIONS TO MEASURE THE PERSONAL ATTRIBUTES RELATING TO SAFEGUARDING

Use this form to gather evidence displayed at Interview or assessment. Circle evidence displayed on left and right chart. Insert other criteria into left and right of chart as deemed relevant (depending on questions used). Use ratings to give an overall mark:

A = evidence exceeds the standard set

B = Evidence meets the standards set

C = Some evidence, but falls short of the standards set

D = No evidence provided or evidence falls completely short of standard set

Positive Indicators	Personal Attributes – pick at least one question from each heading	Negative Indicators
<ul style="list-style-type: none"> • Convincing responses based on balanced understanding of self and circumstance • Has a realistic knowledge of personal strengths and weaknesses • Examples of having considered/ tried other options/alternatives • A realistic appreciation of the challenges involved in working with children • Evidence of others having supported and encouraged based on observation of personal talent 	<p>1. Motivations for working with children <i>Self awareness/knowledge and understanding of self, interconnection between self and professional role</i></p> <ul style="list-style-type: none"> • What do you feel are the main drivers which led you to want to work with children? • How do you motivate young people? • What has working with young people to date, taught you about yourself? 	<ul style="list-style-type: none"> • Unconvincing responses based on whimsical examples • Not self-aware, don't see themselves as others see them • Not realistic about personal strengths and weaknesses • Unrealistic impression of what working with children is really like • Failure to consider other options to test out alternatives • Pushed by others, or forced by circumstances to do something they don't appear to have thought through for themselves
<ul style="list-style-type: none"> • Behaves consistently and appropriately under pressure or in a position of authority • Has control over emotions with adults and with children • Understands position power and how to manage boundaries • Knows when and how to seek help in difficult circumstances 	<p>2. Emotional Maturity and Resilience <i>Consistency under pressure, ability to use authority and respond appropriately, ability to seek assistance/support where necessary</i></p> <ul style="list-style-type: none"> • Tell me about a role where you were in control of others but where the circumstances slipped out of control? How did you react? What did you do to bring things back on course? How comfortable were you in this situation • Tell me about a person you have had a particular difficulty dealing with. What made it difficult? How did you manage the situation? 	<ul style="list-style-type: none"> • Inappropriate responses when under pressure or when in a position of power • Inconsistent responses • Handles conflict badly • Fails to control temper/emotions with children and/or adults • Doesn't seek help when needed • Fails to go to others for advice

<ul style="list-style-type: none"> • Demonstrates balanced understanding of rights and wrongs • Shows a contemplative approach, drawing on personal experiences and lessons from others • Builds values and judgements based on new information • Shows an appreciation of safeguarding issues and an ability to contribute towards a protective environment • Shows respect for others feelings, views and circumstances 	<p>3. Values and Ethics <i>Ability to build and sustain professional standards and relationships, ability to Understand and respect other people's opinions, ability to contribute towards creating a safe and protective environment</i></p> <ul style="list-style-type: none"> • What are your attitudes to child protection? How have these developed over time • How have your own personal values evolved over time? How have they been shaped and influenced? What particular experiences have you drawn on? • How do you feel when someone holds an opinion which differs to your own? How do you behave in this situation? 	<ul style="list-style-type: none"> • Extreme opinions which don't account for the views/feelings of other • Doesn't show balance in opinion • Doesn't build on new information or understanding • Opinions harden/become dogged • Doesn't show full or rounded appreciation of Safeguarding issues • Underplays the risks • Consistently puts the blame and responsibility for child protection elsewhere
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Shortlisting for *[insert title of job]*

Name of Candidate

Panel Member

Date

Criteria		Met (2)	Partly Met (1)	Not Met (0)	Comments
EXPERIENCE	<i>[Insert each point from the person specification 'experience' section in the boxes below]</i>				
QUALIFICATIONS	<i>[Insert each point from the person specification 'qualifications' section in the boxes below]</i>				
KNOWLEDGE	<i>[Insert each point from the person specification 'knowledge' section in the boxes below]</i>				

Name of Candidate					
Panel Member		Date			
Criteria		Met (2)	Partly Met (1)	Not Met (0)	Comments
SKILLS	<i>[Insert each point from the person specification 'skills' section in the boxes below]</i>				
Total Scores					
Shortlisted	Yes / No				
		Signed			
		Dated			

T32 – Sample interview questions and scoring sheet

Candidate Name:	
Interview Date	
Post:	

Interviewers:	
Scoring:	0 = Unmet 1 = Partially Met 2 = Met * 3 = Fully Met

** Candidates must achieve a minimum score of 2 (Met) on each question to be considered for this post*

Introduction

- | | |
|---|---|
| <ul style="list-style-type: none">◆ Interviewers to introduce themselves◆ Explain the interview will take about <i>[insert approx number]</i> minutes, with the last 15 minutes for the candidate to ask questions | <ul style="list-style-type: none">◆ Explain the format of the interview—there will be <i>[insert how many]</i> panel members asking questions, please answer succinctly◆ Say you will be taking notes throughout |
|---|---|

Presentation: *You may have asked the candidates to prepare an interview; insert the title of the presentation here. Explain that the first part of the interview will be for the presentation.*

QUESTIONS	GOOD ANSWERS	BAD ANSWERS	NOTES
<p>1. Can you tell us why you have applied for the job and what you feel you could bring to the role?</p>	<ul style="list-style-type: none"> • Interest / commitment to this type of work • Have experience of doing this type of work before 	<ul style="list-style-type: none"> • Can't say what qualities they would bring to the role 	<p style="text-align: center;">0 1 2 3</p>
<p>2. Can you tell us about some work that you have done with young people from different backgrounds? Eg class, culture, ethnic, religion</p> <p>What issues did you have to think about?</p>	<ul style="list-style-type: none"> • Where they worked • Backgrounds of children and young people • Age • Why it was good • Religion / culture • Mention languages 	<ul style="list-style-type: none"> • Don't say if it was good or bad • Don't give details • Say that they don't have to think about peoples backgrounds 	<p style="text-align: center;">0 1 2 3</p>
<p>3. Tell us about an event you planned where you included young people.</p> <p>How did you involve them in planning and which methods did you use?</p> <p>(If they have never done it before: how would they do it?)</p>	<ul style="list-style-type: none"> • Give an example • Describe the method(s) • If it worked or not and why • What skills they had to use • Involved children in decision making by asking them what they wanted • Let children vote what they want 	<ul style="list-style-type: none"> • Haven't tried it • Wouldn't do it • Didn't have the skills 	<p style="text-align: center;">0 1 2 3</p>

<p>4. If you have to explain something difficult to children and young people what methods will you use? Please give an example.</p>	<ul style="list-style-type: none"> • Give an example • Did the children understand • Used pictures • Used examples • Explained through games or activities • Break up the information to make it simple to understand • Consider the age of the child or young person 	<ul style="list-style-type: none"> • No example • Don't use creative activities • Just talk • Don't ask if the children understood 	<p style="text-align: center;">0 1 2 3</p>
<p>5. If you were taking children and young people on a trip, how would you make sure they are safe?</p>	<ul style="list-style-type: none"> • Enough adults • Give each child a label with the project name so that we can easily see them or all have same t-shirts • Workers to have mobile phones and give numbers out to young people • Tell children what to do if they get lost • Tell children about ground rules for trip • Know about any allergies 	<ul style="list-style-type: none"> • Don't mention most of the points • Leave children to wander off on their own 	<p style="text-align: center;">0 1 2 3</p>

	<ul style="list-style-type: none"> • Do a head count to make sure no-one is left behind • Consent form from parents • Have emergency contact numbers for parents • Have a risk assessment 		
<p>6. Can you give us an example of a time when you organised a meeting with children and young people? If you haven't done this, can you give an example of a time you have organised a meeting with other adults or an event?</p> <p>Please take us through the process you followed to do this.</p>	<ul style="list-style-type: none"> • Good example • Booking venue • Transport • Letting people know about meeting • Writing a plan 	<ul style="list-style-type: none"> • Bad example • Doesn't mention any of the good examples 	<p>0 1 2 3</p>
<p>7. How would you explain the importance of 'Every Child Matters' to church youth workers and volunteers and can you give an example of a piece of work you have done with young people that met 1 or more of the 5 outcomes.</p>	<ul style="list-style-type: none"> • Understanding of standards for safeguarding • Understanding of how parishes operate and possible dangers • Awareness of 5 ECM outcomes (Being 	<ul style="list-style-type: none"> • Unaware of how ECM applies or the 5 outcomes • Unaware of parish setting and practices (good and bad) • Can't give an example 	<p>0 1 2 3</p>

	<p>healthy, staying safe, enjoying and achieving, making a positive contribution, economic well-being)</p> <ul style="list-style-type: none"> • Gives a good example 		
<p>8. Can you give us an example of a time when you were faced with a problem with a member of staff or a volunteer?</p> <p>How did you deal with it and what was the outcome?</p>	<ul style="list-style-type: none"> • Example of a specific problem • Tells how it was dealt with e.g. appropriate time and place, language, clarity of issue, etc • Says how it was solved or not solved 	<ul style="list-style-type: none"> • No specific problem • Doesn't say how it was solved 	<p>0 1 2 3</p>
<p>9. Why is it important to evaluate the work you are doing and can you give an example of when you have involved young people in an evaluation.</p>	<ul style="list-style-type: none"> • To review learning • To gain feedback from young people • To inform future work • To improve practice • To highlight any unexpected outcomes 	<ul style="list-style-type: none"> • Unaware of importance of evaluations • Doesn't give specific example 	<p>0 1 2 3</p>

<p>10. What do you think are the potential issues of two or more organisations working together?</p> <p>Please give an example</p>	<ul style="list-style-type: none"> • Understanding of partnership • Aware of pros and cons and able to give examples e.g. conflict of interest, confidentiality, different aims 	<ul style="list-style-type: none"> • No concept of partnership • Unable to give specific examples of issues 	<p style="text-align: center;">0 1 2 3</p>
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Non-scoring questions

FINAL SCORE : _____

- This role involves occasionally working unsocial hours and some travel. Does this bring up any issues for you?

Youth Development Project of the Diocese of London

T33 – Letter of appointment (sample)

Name of church

Address

Address

Date

Dear

Thank you for attending the recent interview for the post of youth worker at *[church]*. Following our earlier telephone conversation, I am delighted to be able to offer you the position, subject to the receipt of satisfactory references, medical checks and an enhanced CRB check.

You will be appointed at [£salary + benefits and increment details].

I would be grateful if you could acknowledge acceptance of this offer by signing and returning one copy of this letter in the stamped addressed envelope enclosed. On receipt of this and satisfactory references I will be in touch to discuss a start date.

I look forward to welcoming you to the parish and supporting you in the work with children and young people. In the meantime, please do not hesitate to contact me if you wish to discuss anything further.

Yours sincerely,

Vicar

Enc: Copy of letter

Stamped addressed envelope

Youth Development Project of the Diocese of London

T34 – Letter to referees

Name of church

Address

Address

Private and confidential

Date

Dear

Reference for *[insert candidate's name]*

The person named above has given your name as a referee for their application for the post of youth worker at *[church]*. I would be grateful if you could give your opinion of the applicant's suitability for the post by completing the enclosed form.

This post requires substantial work with children and young people so we are keen to obtain references to ensure that we do not employ any inappropriate individuals. Therefore I urge you to be completely honest and frank in your reference.

To assist you I have supplied a copy of the job description and person specification, which outlines the nature of the tasks and responsibilities which we will be expecting the individual to carry out. Your comments and opinions on the individual's skills, ability and suitability in relation to this job would be very much appreciated.

I am enclosing a stamped addressed envelope and would be grateful if you could return the reference to myself at your earliest convenience. Your reply will be treated with the strictest confidence.

If you require any further information, please do not hesitate to contact me. Thank you for your help with this matter.

Yours sincerely,

Vicar

Enc: Referee's form

Youth worker job description and person specification

Stamped addressed envelope

Reference form – Youth worker

Applicant's name:

Referee's name:

Address:

1. How long have you known the applicant?

2. In what capacity do you know him/her?

3. What would you describe as the applicant's strengths?

4. What would you describe as the applicant's weaknesses?

5. What is your assessment of the applicant's ability to carry out the attached job description?

6. How many days sick leave has the applicant taken in the past year?

7. Is there anything you know of in his/her history which might influence a decision regarding employment?

8. Do you have any further comments to make about the applicant?

Signed Date

We may contact you by telephone to discuss this reference. Please could you provide a telephone number where you can be contacted:

Please return this reference as soon as possible in the enclosed stamped addressed envelope.

Thank you for your co-operation.

Youth Development Project of the Diocese of London

T35 – Telephone reference check form

Name of applicant:

Position applied for:

Referee:

Position / title:

Phone number:

Date(s) of Attempts to reach:

Conversation:

Referee unable / unwilling to provide further information.

- Introduce yourself and explain the purpose of your call:

“Thank you for providing a written reference for [applicant’s name]. It is the church’s policy in protecting children and young people that all written references are followed up with a telephone call”.

- Do they have any additional information that they would like to add to the written reference that they have supplied? Yes No

If ‘yes’ record additional information:

- Are there any comments they would like to make regarding the applicant’s suitability to work with children and young people that they felt unable to disclose in writing? Yes No

If ‘yes’ record additional information:

- Thank the referee for his/her time and assistance

Signed:..... Date:

Attach this sheet to the written reference

Youth Development Project of the Diocese of London

T36 – Letter to unsuccessful candidates

Name of church

Address

Address

Date

Dear

Thank you for attending the interview for the post of youth worker at *[church]* on *[date]*. It was good to meet with you and I appreciate all the time and effort that you put into your application and the interview.

I regret to inform you that, after careful consideration, you have been unsuccessful on this occasion. If you would like further feedback about this decision, please do not hesitate to contact me and I will be happy to talk it through with you.

I wish you well in your search for a job. Thank you again for the interest you have shown.

Yours sincerely,

Vicar

Youth Development Project of the Diocese of London

T37 – Contract of employment

A contract of employment should include the following:

1. Name and address of employer
2. The purpose of the document
3. The date the employment began
4. Details of the probationary period including termination of employment during this period
5. Details of the job including job title, job description and line management details
6. Main place of work and other location details
7. Salary details including method and date of monthly payment
8. Working hours per week
9. Holiday entitlement including details of public holidays and any additional days
10. Sick pay details
11. Pension details
12. Grievance procedures – where these can be found
13. Disciplinary procedures – where these can be found
14. Termination of employment from both employer and employee
15. CRB check information
16. Details of any other terms agreed including:
 - Relocation costs
 - Travel expenses
 - Contribution to rental costs
 - Trade unions
 - Use of telephone, internet etc
 - Expenses limits
 - Car allowances

17. Information about where personal information will be stored and distributed
18. Signed and dated statement of acceptance

Youth Development Project of the Diocese of London

T38 – Staff handbook (sample)

A staff handbook should contain information about the following:

1. Purpose of the document
2. Terms and conditions of employment
3. Sickness policy
4. Maternity policy
5. Paternity policy
6. Adoption leave
7. In-service training
8. Pension
9. Leave
10. Probationary period
11. Supervision arrangements
12. Disciplinary, grievance and appeals procedures
13. Code of conduct
14. Safeguarding procedures
15. Expenses

Youth Development Project of the Diocese of London

T39 – Induction programme (sample)

Pre starting date

- Job description
- Terms and conditions of employment
- Basic information about the church and the local area
- Starting information – date, place and time
- Induction timetable

First day of employment

- Welcome
- Talk through intended period of induction
- Introduction to other staff
- List of all staff and their titles
- Tour of working environment
- Invitation to lunch
- Time with line manager, talking informally about the job
- Receive staff handbook
- Contract of employment
- New employee to submit:
 - P45
 - Details of bank account and sort code
 - Emergency contact details
- Procedure for absences
- Time on own to familiarise self and sort desk, read manuals etc.

First two weeks of employment

- Philosophy/strategy of church the church towards young people
- Relevant history of recent youth work
- Existing commitments which need to be met
- Begin to undertake and plan youth work activities
- Meet with young people and begin to build relationships
- Meet volunteers
- Management structures and procedures
- Supervision arrangements (set times and dates for the first two months)
- Attend any necessary staff meetings
- Working hours arrangements, time off in lieu, annual leave etc.
- Read employment handbook
- Policies – disciplinary, grievance, equal opportunities, health and safety, confidentiality, child protection etc.
- Financial arrangements – petty cash, expenses etc.
- Church's youth work equipment and resources

- Structure of local authority youth work and overview of other youth work agencies in the area
- Introduction to a few other church and local authority youth workers
- Get to know the geography of the local area
- Local provision for young people – where things are and when open
- Review induction programme so far
- Visit local Diocesan youth officer

First two months of employment

- Join local youth worker networks
- Visit local schools and make contact with the head
- Become familiar with church's financial system and relevant budgets
- Set initial youth work targets for first few months
- Continue supervision programme on agreed basis
- Build relationships with young people, staff and volunteers
- Review induction programme so far

By the end of induction programme

- Explore training opportunities
- Discuss training needs with line manager
- Set medium and long term targets
- Meet with management committee / steering group
- Continue supervision programme on agreed basis
- Review probationary period – if all is well, confirm in post
- Review induction programme; note any omissions and arrange for their completion

Youth Development Project of the Diocese of London

T40 – Supervision agenda template

This form should be used in conjunction with the supervision guidance in this Toolkit.

Supervision – *[insert name of supervisee]*

Date:

1. Matters arising
2. Welfare and feelings
3. Overview of current work
4. Expectations/requirements of supervisee
5. Expectations/requirements of supervisor
6. Training
7. Annual leave, TOIL and working time
8. Concerns
9. Any other business
10. Date of next meeting

Youth Development Project of the Diocese of London

T41 – Appraisal form (sample) and guidance

Name

Job title

Appraisal details

Date of last appraisal

Date of this appraisal

Name of appraiser

Date next appraisal due

1. Target achievement

Target/objectives List the main duties from you job description or the targets set from previous appraisal	Progress Did you achieve your target/objective? What demonstrates success?

2. Additional achievements

Use this space to list any one-off tasks which are not mentioned in your job description that you feel should be highlighted and comment on your performance in relation to these.

3. Target setting

Target/objectives List your targets for the coming year [or insert number of months]. These should be decided in discussion with your line manager	Progress What will be your milestones? By when will you achieve them? What will demonstrate success?

4. Core responsibilities

How well do you meet the core responsibilities required by your post?
Please tick one box only as Excelled (E), Achieved Well (AW), Achieved (A) or Not Achieved (NA)

(Refer to responsibilities in your job description/person specification – give examples as evidence to back-up statements).

<i>[The responsibilities below are examples]</i>	E	AW	A	NA
Agreeing and meeting targets				
Managing yourself				
Building positive and productive relationships with young people				
Communicating with young people				
Planning and delivering youth activities				
Continuously improving				

5. Continuous development – Looking back

Personal learning needs identified to support you in achieving your agreed targets/objectives

Learning activities undertaken & dates	Impact of your learning on your performance/your team performance	Costs

Looking forward

Refer to job description, past and current targets, team plan etc.

Learning priorities	Potential contribution of your learning to your performance/your team performance	Costs

6. General comments

Achievement against the overall performance expected in your role

Tick one box only

Exceeded	Achieved well	Achieved	Not achieved

Employee's comments

Signed

Date

Line manager's comments

Signed

Date

Youth Development Project of the Diocese of London

T42 - JNC pay scales

Up to date JNC info and guidance notes can be found on the National Youth Agency website at www.nya.org.uk

JOINT NEGOTIATING COMMITTEE FOR YOUTH AND COMMUNITY WORKERS 06-07

Youth and Community Support Worker Range

Pay Points	w.e.f 1.9.05		w.e.f 1.9.06			
1	12,918	First Level	13,299			
2	13,458		13,854			
3	13,995		14,409			
4	14,538		14,967			
5	15,081		15,525			
6	15,618		16,080			
7	16,164	Second Level	16,641			
8	16,707		17,199			
9	17,397		17,910			
10	17,937		18,465			
11	18,807		19,362			
12	19,662		20,241			
13	20,541		21,147			
14	21,450		22,083			
15	22,074		22,725			
16	22,722		23,391			
17	23,358		24,048			
				Professional Range		
				Pay	w.e.f 1.9.05	
					w.e.f 1.9.06	
				11	18,807	19,362
				12	19,662	20,241
				13	20,541	21,147
				14	21,450	22,083
				15	22,074	22,725
				16	22,722	23,391
				17	23,358	24,048
				18	24,003	24,711
				19	24,639	25,365
				20	25,275	26,022
				21	25,995	26,763
				22	26,808	27,600
				23	27,603	28,416
				24	28,398	29,235
				25	29,199	30,060
				26	30,003	30,888
				27	30,804	31,713
				28	31,614	32,547
				29	32,421	33,378
				30	33,225	34,206

Youth Development Project of the Diocese of London

T43 – Youth work budget (sample)

This is an example of a budget for a youth work project. It shows likely income and expenditure; the aim is for the income to match the expenditure.

INCOME

Source – external	Income
Grants from charities and trusts etc	£
Grants from local authority	£
Source – internal	
Church giving ¹	£
Bequest(s)	£
Youth fundraising activities	£
Subs from youth club	£
Tuck shop proceeds from clubs	£
Total income	£

EXPENDITURE

Youth worker(s) salary	£
London weighting (if applicable)	£
National insurance contribution	£
Employer's pension contribution (eg. 6%)	£
Management costs (approx 5%)	£
Job advertisement costs	£
Administration	£
Rent	£
Utilities (gas, electricity etc)	£
Insurance	£
Telephone (land line and mobile phone)	£
Equipment (computer, printer etc) ²	£
Broadband	£
Activity budget (trips, outings, prizes etc)	£
Training	£
Supervision	£
Travel	£
Publicity	£
Stationary	£
Postage	£
Resources (books, magazine subscription)	£
Photocopying	£
First aid	£
Cleaning	£
Refurbishment	£
Total expenditure	£

¹ Make sure you clearly show any parish contributions as match funding

² Any equipment costing over £1,000 needs to be recorded as capital costs

Youth Development Project of the Diocese of London

T44 – Weekly timesheet (sample)

Week commencing	Place of work
Name	Contracted weekly hours

	Work/activity	Times		Work/activity	Times		Work/activity	Times		Total hours
	Morning	From	To	Afternoon	From	To	Evening	From	To	
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										

TOIL accrued		Total hours worked this week	
---------------------	--	-------------------------------------	--

Youth Development Project of the Diocese of London

T46 – Sickness self certification form (sample)

If you are unfit for work you should notify your line manager as soon as possible and within two hours of your normal starting time of your first day of absence. On return to work complete this form, which should show the date you fell ill, even if this was on a day when you were not required to work.

From: (your name) To: (line manager)

This form must be completed either when you return to work or (if you are still not fit for work after seven calendar days of falling ill) completed and posted to your line manager as soon as possible.

Date I became unfit for work Date I last worked Time I finished work Date I became fit for work
--

I was unfit for work because (please give details of your sickness, 'ill' or 'unwell' is not sufficient)

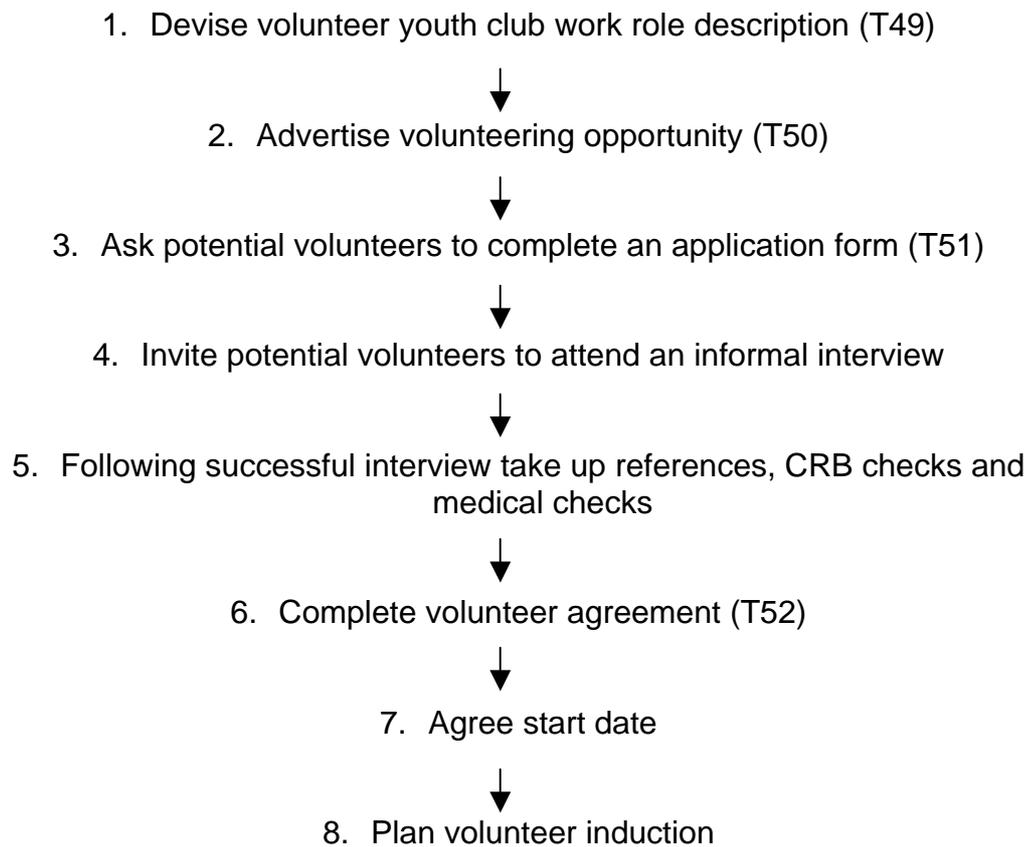
I did / did not consult a doctor (delete where necessary) If you did, please give details: Doctor's name Telephone number Brief details of advice given
--

The above information is true and accurate in every respect. I understand that the provision of false information would be a breach of trust significant enough to allow the church to take disciplinary action, which may in certain circumstances lead to my dismissal. I hereby give the church permission to contact my doctor to verify the above information. Signature Date

Youth Development Project of the Diocese of London

T47 – Volunteer recruitment flowchart

This flowchart gives a step-by-step guide to recruiting a volunteer youth worker.



Youth Development Project of the Diocese of London

T48 – Volunteer guidance

Introduction

The aim of this policy is to define good volunteering practice for use throughout [name of church] and to provide guidelines for staff in relation to volunteering.

The responsibility for volunteers working within [name of church] youth projects lies with the full time youth worker. It is expected that all staff will work alongside volunteers and treat them with the respect they deserve.

[Name of church] promotes equality and diversity and actively seeks to involve a variety of individuals who can contribute and add value to our work either as members, staff or volunteers. It is recognised that volunteering can benefit the church by increasing the range of skills, interests, life experience and cultural backgrounds available to young people.

As well as providing a valuable resource, [name of church] recognises the benefit of volunteering to the individual volunteer. Where possible, we will aim to respond to volunteers' needs by providing opportunities to gain relevant skills and work experience.

Definitions

A working definition of a 'volunteer' in this guidance document is:

'A volunteer is anyone without compensation or expectation of compensation beyond reimbursement of expenses incurred in the course of his or her volunteer duties performs a task at the direction of and on behalf of the organisation'.

'Volunteers' fall into the following three categories:

- Unpaid Youth Workers

This includes any volunteer who is working within [name of church] youth project alongside paid workers. There is no minimum time requirement for this. The work will include face-to-face youth work, together with contributions to programme planning and team meetings, etc. Any volunteer working as an unpaid youth worker will have access to training and will be expected to undertake a full induction. Consideration will be given to the age of the volunteer in relation to the age range of the young people they are working with, e.g. It might be more appropriate for a 19 year old volunteer to work with the junior club (13-16 year olds) rather than the seniors club (16-18 year olds).

- Facilitators

This covers volunteers who are able to deliver a specific time limited piece of work i.e. creative arts/drama. A brief project induction will be required to ensure that the volunteer is aware of [name of church] policies and a full youth project induction will be required. There is no minimum age range for this as a young person with a skill to share, e.g. photography, may wish to lead on a short programme for other young people.

- Peer youth leaders (PYL)

This covers young people who wish to develop their skills and knowledge in relation to youth work. Their tasks may include working alongside paid workers in the management of the coffee bar etc. A suggested minimum age for this is 16. PYLs will undertake a full induction over an appropriate time scale (to be negotiated with the relevant full time worker). Where appropriate, PYLs will have access to training to help them carry out their tasks.

Application procedure

If an individual is interested in undertaking voluntary work they will be required to complete an application form and will have a short interview with the senior youth worker. It is at this point that references and CRB checks will be sought.

It should be made clear to all volunteer applicants that the application process and interview has two key purposes:

- 1) To determine whether they are suitable for the role. This will be achieved by enquiring into the volunteers' needs, aims and motivations, together with suitable references and CRB clearance.
- 2) To determine whether [name of church] youth project is suitable for the volunteer. This will be achieved by providing information about the organisation and potential volunteering opportunities, enabling the applicant to make a decision as to whether any potential position would be of interest to them.

References

Any offer of a voluntary opportunity shall be made subject to the checking of written references. These can be professional or personal, but not from a relative. At least one reference must come from a professional source and should comment on the applicant's suitability for the role. Applicants will be informed of the need to provide referees and asked to bring details to their interview.

Volunteers working with [name of church] will be working directly with young people therefore ALL volunteers must complete a CRB (Criminal Records Bureau) Disclosure form. This must be explained fully at the interview stage in

order to ensure that the applicant has a thorough understanding of the process, and any potential implications.

Medical references

A medical reference may be required for volunteers who have direct contact with children and young people. Where health conditions are identified on the volunteer application form and/or interview, and the recruiting manager is unclear about the implications and risks involved, the volunteer will be asked to complete a medical questionnaire and give consent for medical information to be disclosed by his/her medical practitioner. The medical questionnaire is to be sent to the volunteer's medical practitioner together with a role description. Once received, the medical practitioner's response is to be reviewed by the recruiting manager.

Acceptance/rejection of a potential volunteer

Potential volunteers should be informed of the outcome of their interview as soon as is practically possible. They should be told at interview the timescale for response. Any applicant who is turned down will be offered the opportunity for feedback.

Induction and training

Volunteers will undertake an induction with [name of church] youth project.

Ongoing support and reviews

All volunteers will be assigned a line-manager. This may be the senior youth worker or a paid youth worker.

Volunteers should be included in staff meetings, where possible.

Staff will be expected to provide regular reviews (supervision) and keep records up to date for any volunteer they supervise.

References from [name of church]

[Name of church] youth project will be in a position to provide a reference after the volunteer has been actively working with the organisation for a minimum of six months.

Paid positions

Volunteers are welcome to apply for paid positions within [name of church] youth project but, in accordance with the equal opportunities statement, will be subject to the same application/interview procedures as all other applicants.

Confidentiality

Volunteers are required to comply with [name of church] policy on confidentiality.

Representing the church

Where volunteers are representing [name of church] at a conference or external event, they must behave in a manner that will not endanger the church's reputation. (See T16 – code of conduct guidance)

Expenses

Volunteers are entitled to prompt reimbursement of reasonable out of pocket expenses incurred as a result of their voluntary work. These must be agreed with the senior worker prior to being incurred. Records of such payments must be kept.

Absence/illness

If volunteers are unable to attend, or expect to be late, it is important that they inform the senior youth worker as soon as possible.

Complaints/issues

Any complaints and/or issues that arise either on the part of the volunteer or the [name of church] youth project must initially be raised through a supervision meeting between the volunteer and the senior youth worker. Every attempt will be made to resolve the issue informally. If this is not possible, details of this meeting will then be passed on to PCC representative, dependant upon the nature of the complaint/issue. Where a complaint is made concerning the senior youth worker, and no resolution has been reached, the volunteer should make contact directly with the PCC representative who will then arrange to meet the volunteer.

Working arrangements

During the induction period, the volunteer and their line manager/senior youth worker will meet to agree an outline of appropriate tasks. This must be reviewed on a regular basis as part of the supervision and development of the volunteer.

Volunteer agreement

In order to ensure volunteers are covered by all relevant [name of church] policies, including third party liability, all volunteers will receive a formal agreement, which they are required to sign.

Youth Development Project of the Diocese of London

T49 – Volunteer youth club worker role description and person specification (sample)

Role description

Role title: Volunteer youth club worker

Responsible to: [Project coordinator/leader]

Important functional relationships: Other members of staff, young people and parents, user groups at the church, project steering group.

Important external relationships: Members of the public, neighbours, the police, staff at local primary school.

Main purpose of role: To work towards empowering and nurturing the potential of young people who attend the youth club.

Main responsibilities:

1. Encourage young people to work together co-operatively and creatively.
2. Encourage young people to make positive decisions, both within the club and their lives in general.
3. Encourage and support young people to develop their own identity through creative play and expression.
4. Participate in the planning, delivery and evaluation of the youth club programme.
5. Work directly with young people in groups.
6. Work co-operatively with other paid and voluntary staff.
7. Arrive promptly at the agreed time and be involved in the preparation and clearing up of the centre.
8. Ensure that the young people are safe whilst in the centre or on an organised trip outside of the centre.
9. Protect the fabric and equipment within the building.
10. Attend planning meetings and supervision sessions.
11. Attend training opportunities as appropriate.

Person specification [may include]

1. Appreciation of the importance of:
 - a) Young people working together co-operatively
 - b) Countering the effects of discrimination and raising young people's awareness of equal opportunities
 - c) Young people being encouraged to make decisions, both within the youth club and their lives in general
 - d) Young people developing their own identity
 - e) Able to work within and uphold the Christian principles of the Church of England
2. Experience of or the ability to work with young people in groups and on an individual basis.
3. Experience or understanding of the importance of working as part of a team.
4. Willingness to work outside of the centre, if required.
5. Attendance at staff meeting, training events, supervision and appraisal sessions.

Youth Development Project of the Diocese of London

T50 – Volunteer advert (sample)

Volunteers needed for **Creative Club!**

A new after-school club for children happening at
St John's Church, New Town

Wednesdays 3.30-5.00pm from January onwards

Would you like to offer your support to a worthwhile
project?

Would you like to gain experience and training in
working with children?

If so, then contact the project co-ordinator:

Rev M. Jones on 020 1234 5678

A full CRB disclosure will be required, which will be
arranged by the club.

Youth Development Project of the Diocese of London

T51 – Volunteer application form (sample)

Name of church

Application form for the post of volunteer *[insert job title here]*

1. Personal details

Title	Full name
Address	
Post code	
Contact telephone number	
Email address	

2. Present employment

Name and address of present employer

3. Education/qualifications – most recent first

School/college/university	Dates (from–to)	Course taken/ qualifications	Grade

4. Training courses

Please give details of any relevant training courses you have undertaken

5. Why do you want to volunteer?

6. What skills, experience and knowledge can you offer to this role?

Please give a personal statement in support of your application, clearly demonstrating how you meet the criteria on the person specification. Continue on a separate sheet if necessary.

7. References

Note: Referees should **not** be friends or relatives

(i) Present/most recent employer	(ii) Previous employer or other
Name	Name
Job title	Job title
Address	Address
Post code	Post code
Telephone number	Telephone number
Relationship to you	Relationship to you

8. Driving

Do you have a full, clean driving licence? Yes <input type="checkbox"/> No <input type="checkbox"/>

9. Rehabilitation of offenders and Criminal Records Disclosure

Have you been convicted of any criminal offences? Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please specify:
<p>This post is exempt under the Rehabilitation of Offenders Act 1974 and as such appointments to this post will be conditional upon the receipt of a satisfactory response to a check of police records via the Criminal Records Bureau. Any information will be treated in the strictest confidence and used solely in relation to this application. This church is committed to safeguarding and promoting the welfare of children and young people/vulnerable adults and expect all staff and volunteers to share this commitment.</p>

10. Declaration

<p>I certify that to the best of my knowledge, the information given on this form is correct. I understand that my application may be rejected or that I may be dismissed for withholding relevant details or giving false information. I also understand that the information I have provided may be subject to checking.</p>
Signature..... Date

Youth Development Project of the Diocese of London

T52 – Volunteer agreement (sample)

Volunteer agreement for volunteer youth club leaders at [name of church]

This volunteer agreement describes the arrangement between [name of church] and you, the volunteer, with respect to your voluntary work at the youth club. This agreement is intended to assure you of the church's commitment to ensuring that your volunteering experience with us is a rewarding one.

Name:

Role title:

Responsible to:

Specific responsibilities:

Session:

Days and time of session (includes setting up time):

Leaders meetings once a term. Dates and times to be decided each term.

We, [name of church], commit to the following:

Induction and training

- Provide a through induction to the youth club and the policies/procedures
- To introduce you to all the relevant staff and facilities
- To provide training as necessary to assist you in meeting your responsibilities

Supervision and support

- To provide a supervisor who will meet with you regularly to discuss your volunteering and any associated concerns or achievements
- To do our best to develop your volunteering role with us

Expenses

- To reimburse all out pocket expenses, as necessary for you to undertake your volunteering responsibilities, as agreed with your line manager

Health and safety

- To provide you with an adequate health and safety induction and any training, as required

Insurance

- To provide adequate insurance cover for all volunteers whilst undertaking volunteering work, as set out in the volunteer youth club worker role description

Equal opportunities

- To insure all volunteers are dealt with in accordance with our equal opportunities policy

Complaints

- To ensure that problems, grievances or difficulties encountered while you volunteer with us are dealt with in accordance with our complaints policy

We ask that you commit to the following:

I [*insert name of volunteer*] agree to be a volunteer youth club worker at [name of church]

- To perform my volunteering role to the best of my ability.
- To adhere to the church's rules, procedures and standards in relation to staff, fellow volunteers and young people; in particular, to endeavour to maintain the personal/professional boundaries appropriate to my position of trust with respect to fellow volunteers and young people.
- To meet time commitments and standards of work other than in exceptional circumstances, and to provide reasonable notice so that alternative arrangements can be made.
- To provide referees and to agree to an enhanced CRB check being carried out.¹
- Abide by the confidentiality statement of the church

This agreement is binding in honour only and is not intended to be a legally binding contract between us. This agreement can be cancelled at any time at the discretion of either party.

Signed

Volunteer:

Date:

Project co-ordinator:

Date:

Contact details of project co-ordinator:

¹ Independent Safeguarding Agency (ISA) registration comes into effect in October 2009

Youth Development Project of the Diocese of London

T53 – Session plan template (with example)

Name of Group: St John's junior youth club

Venue: St John's church hall

Week No: 1

Date: 8/1/08

Time: 6.30pm-8.00pm

Workers: Bob, Jenny and Lynda

Anticipated number of participants: 14

Subject: Introductions, programme planning and 'get to know you' games

Equipment required

- Register
- Flip chart and pens
- Sign-up sheets
- Juggling balls, sweets and soft drinks

Aims of the session

- Welcome the young people to the new youth club
- Introduce staff and young people – get to know each other
- Agree a group contract of acceptable behaviour
- Young people to choose the activities they would like to do this term
- Have fun!

Objectives of the session

- Young people will feel welcomed and will begin to make new friends
- Young people will decide the rules and boundaries of the youth club and will feel included
- Young people will be able to contribute to the activity programme and thus have a sense of ownership and involvement in the club

Activities

- Name games
- Fruit salad game
- Group contract activity
- Brainstorm possible activities, ask young people to sign up to their preferred activities

Notes

Give out letters for parents about camping trip at half term.

Youth Development Project of the Diocese of London

T54 – Session evaluation template (with example)

Name of Group: St John's junior youth club

Venue: St John's church hall

Week No: 1

Date: 8/1/08

Time: 6.30pm-8.00pm

Workers: Bob, Jenny and Lynda

Number of participants: 12

Subject: Introductions, programme planning and 'get to know you' games

What worked well?

- The young people participated well in all the games and seemed to enjoy the session
- Young people contributed well to the group contract activity and came up with a list of 10 rules
- They all expressed an interest in the half-term camp

What did not work well?

There was no break between all the games and activities; it might have worked better to have a 15-minute break to let the young people have some time to themselves. They seemed a little distracted by the end of the evening.

Were the aims and objectives of the session met?

Yes

What would work better next time and is a follow-up session required?

- We will aim to include a 15-minute break if we are running a whole evening's programme of activities. During a normal club night we can use this 15 minute break to give out notices, reminders etc.
- It would be a good idea to ask the young people for their feedback at the end of each club, even if it is just a short 'round robin' asking them what they enjoyed about the evening. It would be worth doing some more in-depth evaluations asking for their feedback about longer projects they take part in.

Notes (including any Child Protection concerns):

None

Youth Development Project of the Diocese of London

T55 – Youth club programme¹ – sample

This is a template you can use to plan a term's activities for a youth club. Examples are included as a guide.

St John's youth club programme – September to October

Session date	Programme content	Curriculum issues / Every Child Matters ² outcomes	Learning outcomes for young people	Resources required
Friday 14 th September	Opening night Youth forum – tell us what you want to see at club	Making a positive contribution	Being involved in decision making	Design leaflets Questionnaires
Sunday 16 th September	Arts International day of peace	Making a positive contribution Inclusion Citizenship	Develop global awareness. Working as a team. Opportunities for young people to think about world peace and within their communities.	Art equipment – canvas, paper, paints. Info on international day of peace
Friday 21 st September	British food week – Are you cooking it?	Be healthy Inclusion Enjoy and achieve	Raise awareness of popular dishes in Britain from different cultures. Awareness of food grown / produced in Britain.	Ingredients. Risk assessments. Cooking utensils. Recipes.

¹ Thanks to Kellie Fearon at All Saints, Friern Barnet for this template.

² Every Child Matters: Change for Children describes the Government's programme of activity around the development of children's services. The programme is designed around five outcomes for young people: Be healthy; Stay safe; Enjoy and achieve; Make a positive contribution; Achieve economic well-being.

Youth Development Project of the Diocese of London

T56 – Registration and general consent form (sample)

Name of church:

Group attended:

Name of young person

Date of birth

Address

Mobile telephone number (if they have one)

With whom does the child/young person live?

Relationship to the child/young person

Who has parental responsibility for the child/young person?

Name

Address *(if different to above)*

Contact number

Emergency contact details *(this should be the person who would be able to respond in the case of an emergency)*

Name

Contact number

Address

Relationship to child

Medical details

Date of last tetanus injection

Any known medical conditions or disability

Food allergies or special requirements

Details of any medication they are currently taking

Doctor information

Name of family doctor

Telephone number

Address

Parent/carer authorisation

I give permission for to take part in the normal activities of this group. I understand that separate permission will be sought for certain activities, including swimming and outings lasting longer than the normal meetings times of the group.

In an emergency and/or I cannot be contacted, I am willing for my child to receive necessary hospital or dental treatment including anaesthetic.

Signature of parent/guardian (or adult with parental responsibility):

.....

Print name:

Date:

Data protection

The information on this form will be kept in a paper file and on a computer - young people can see information we hold about them it at any time, just ask a member of youth work staff. This information will always be kept safe and secure.

Please delete as appropriate:

- I give my permission for this information to be stored on a computer
- I do not give my permission for this information to be stored on a computer

Signature of parent/guardian (or adult with parental responsibility):

.....

Print name:

Date:

This consent is valid until *[insert date]*

Youth Development Project of the Diocese of London

T57 – Special activity consent form (sample)

In the interests of your child it is important that you let us know any changes to the details you have given us on the general consent form (e.g. health, allergies, emergency contact details etc).

I give permission for *(name of participant)*
to fully take part in*(name of trip)*
with the exception of *(state exception)*
taking place on*(date and times of trip)*

I am *(delete where appropriate)* the parent/guardian/adult with parental responsibility/participant over 18 years old.

I have read the information sheet regarding the activity/trip and understand what is involved. I acknowledge the need for obedience and responsible behaviour on his/her part during the trip/activity and the need for him/her to take special note of any safety instructions. I consider the participant to be medically fit to participate in the activities outlined. I give my consent to any necessary medical or dental treatment (including an anaesthetic) that may be necessary in the event of an emergency, if I am not contactable. I confirm that the general consent form is up to date and applicable to this activity. I have read the procedures regarding what will happen should an incident occur which results in the decision being made to take/send the participant home early.

Signed:

Relationship to participant:

Print name:

Date:

Youth Development Project of the Diocese of London

T58 – Email and mobile consent form (sample)

The information on this form is for use by the youth team at [name of church] to improve communication and distribute information about activities and arrangements to young people at the youth club. The information is not available for the use of any other individuals or groups. This means that we will not disclose your email address or mobile number to anyone else, without your permission. A 'closed' yahoo group has been set up for young people at the youth club; 'closed' means that only people who give their email addresses can access this site. On this site there is a chat room, calendar and places to post photos, plus loads more.

To be completed by the young person

<p>Would you like to join [name of church] youth club online group? Yes/No</p> <p>Name:</p> <p>Date of birth:</p> <p>Age:</p> <p>Email address:</p> <p>Mobile number:</p>

To be completed by parent / guardian (or adult with parental responsibility)

<p>I give consent to my child (name) receiving text messages regarding arrangements about youth work at [name of church] and joining the youth club online page.</p> <p>I give / do not give my permission for this information to be stored on a computer at the church office. I understand that this information (email address/mobile number) will not be disclosed to another individual or group without my permission.</p> <p>Signature of parent / guardian:</p> <p>Print name:</p> <p>Date:</p>

Youth Development Project of the Diocese of London

T59 – Accident report form (sample)

Injured person

Name:

Age:

Male / female:

If disabled, please specify:

Is the injured person a group member/volunteer/employee/member of the public? Please specify:

Scene of accident

Address:

Telephone number:

Type of venue / building:

Precise location of accident:

Time of accident:

Accident

Date:

Time:

Details of the accident (what actually happened):

Type of injury (please be specific):

Was there any equipment involved? Yes / No

Was it operating at the time? Yes / No

Describe the level of supervision at the time:

Which of the following were involved in the handling of the accident (circle those that apply):

First aider / doctor / ambulance / police / fire brigade / other (specify)

Who else was present?

Name:

Address:

Name:

Address:

What happened next?

The injured person (please circle):

- **Remained in the building**
- **Was taken home**
- **Was collected by parents**
- **Went to hospital**

Further action

Please detail any further action that is to be taken:

Name of person completing the form:

Signature:

Date:

THIS FORM SHOULD BE COPIED TO:

(Person responsible for health and safety within the church)

Youth Development Project of the Diocese of London

T60 – Incident report form (sample)

This form should be used to keep a record of any incidents which occur and which are reported to the Children’s Advocate/responsible person. As well as this report, you should make a full factual written record of your observations and any conversations, which should be signed and dated and stored in a suitable secure place (ideally a file within a locked filing cabinet in the office).

Name of worker:

Name of church:

Name of child:

Date and time of incident:

Nature of concern:

Have you made a full written record of this incident/concern? Yes / No

Who have you spoken to about your concerns?

Child:	Yes / No
Carer:	Yes / No
Line manager:	Yes / No Name:
Other:	Yes / No Name:
Social services:	Yes / No Name:

What feedback have you received?

How have your concerns been followed up?

Signature of worker:

Date and time:

Signature of Children's Advocate/line manager:

Date and time:

Youth Development Project of the Diocese of London

T61 – Prescribed medication form (sample)

Name of church:

Name of activity / residential attending:

Date(s) of activity / residential:

Name of young person
Date of birth

Prescribed medication

What is the prescribed medication?
Confirmation by GP: YES / NO
How much has been handed over to staff?
What is the dosage?
How often should it be taken?

Parent/carer authorisation

I confirm that my son/daughter has been prescribed the above medication and I authorise for the medication to be handed in to staff and stored in a secure place and given out as stated above.	
Signature of parent/guardian (or adult with parental responsibility):	
Print name:	Date

Staff member and witness

I confirm that I have taken responsibility for the above prescribed medication.	
Name	
Signature	Date
I confirm that I have witnessed take responsibility for the above medication.	
Name	
Signature	Date

Youth Development Project of the Diocese of London

T62 – Joint working agreement (sample)

This document can be used and adapted when drafting a working agreement between two or more organisations.

Joint working agreement between *[insert names of the two or more organisations]*

This is an agreement between *[insert name of first organisation]* and *[insert second organisation]* to ensure that the *[insert name of project or activity]* is run well and meets its aims and objectives.

Aims of the session *(examples)*

1. To provide a non-judgemental environment in which young people can reflect on their lifestyles.
2. To support young people in identifying areas of their lives they may wish to change or gain more control over.
3. To provide space for holistic self-development and exploration of issues associated with being a young person.
4. To offer information and support around issues relating to growing-up (identity, relationships, friendships, drugs etc).
5. To meet other young people to share experiences.
6. To have fun!

Objectives of the session *(examples)*

1. To provide a programme of youth activities for young people at *[insert name(s) of church]*
2. To assist in the growth of self-confidence and self-esteem.
3. To empower young people to make positive choices.
4. To contribute to the Every Child Matters outcomes 'Enjoy and achieve' and 'Make a positive contribution'.

Structure of the sessions

The project will run for *[insert number]* weeks. The sessions will run on *[insert day of week, times of sessions and date of first session]*. The last session will be *[insert date]*. There will be a full review and evaluation of the project following its completion. The sessions will be held at *[insert location of sessions/building]*.

The host youth worker *[insert name]* will be responsible for the following:

- Promotion of the programme to the young people.
- Establishing a group of young people for the group.
- Opening and locking the centre.

- Building security and ensuring good conduct amongst centre users.
- Health and safety, ensuring risk assessments of the premises have been completed and the Diocesan Child Protection Policy is adhered to (eg. staff and volunteers have enhanced CRB checks)
- Providing First Aid cover and equipment on the premises.
- Providing some of the equipment needed for the sessions (flipchart stand and marker pens).

The visiting project worker will:

- Ensure the smooth running of the group work sessions.
- Provide session materials (games, activities, resources, flip chart paper, scrap paper etc).
- Conduct risk assessments for the session/activities and be aware of the wider Health and Safety issues relating to the session.
- Help the host youth worker to plan, run and evaluate a range of activities.

All parties to be punctual, meeting at *[location]* at *[time]* for the session to commence at *[insert time session starts]*. A debrief will be arranged either at the end of the session or at another agreed time.

Sickness and absence

Where a worker is unable to do the session, every effort will be made to ensure that all other workers are informed and a decision can be made as to whether the session can go ahead.

Confidentiality

Both parties will work to a shared confidentiality policy, i.e. information concerning young people will be shared as necessary. The workers will adhere to the Diocese of London Child Protection procedures. A summary of the confidentiality policy and child protection procedures will be explained to young people on first contact.

Record keeping

Necessary information about participants will be kept in locked filing cabinets at *[insert details]*. Young people have open access to their files. Anonymous statistical information will be recorded for evaluation purposes.

Equal opportunities

All parties will co-operate to ensure that young people have equal access to the sessions.

Grievances and disputes

These should be resolved informally where possible. Where this is not possible, the dispute will be discussed formally at the earliest opportunity.

Changes to the sessions

Proposed changes to the sessions and this agreement should be made in writing.

Signed: (Host manager – *Name of first org*) **Date:**

Signed: (Manager – *Name of second org*) **Date:**

Youth Development Project of the Diocese of London

T63 – Key holder management guidance

As part of good health and safety management it is recommended that access to the venue is organised via an effective system. This is necessary for the protection of the property and for those who use it. It will help you to monitor who has key holder status and what their responsibilities are.

A record of key distribution should be maintained by a designated member of the property committee/PCC e.g. churchwarden in the form of a key holder register (see form at end of this section).

In order to become a key holder, a registration form should be completed (see form at the end of this section). Becoming a registered key holder is also subject to the successful completion of an enhanced CRB check. Once registration and CRB check is complete, individuals can then receive the keys and instruction on the security system, opening/closing procedures and emergency evacuation procedures.

Key holders should be required to:

- Sign the key holder registration form
- Ensure their key is not passed for use to any unregistered person
- Remain on the premises whilst in use if opening the building for others
- Take all reasonable steps to ensure no one enters the building other than in connection with the activity for which the key has been given

Guidance for issuing keys

A person may be designated by the PCC to be responsible for issuing the keys and must:

- Ensure that each key holder has signed the registration form and has successfully passed an enhanced CRB check
- Enter the required details on the key log
- Explain all necessary security and safety procedures and systems to key holders
- Give contact details of who to alert in an emergency
- Ensure no keys are duplicated by other persons

Key holder declaration form

Name of key holder

Address

Post code

Contact telephone number

Criminal Records Bureau check

Key holders are subject to an enhanced CRB check in order for the church to safeguard and promote the welfare of children, young people and vulnerable adults within its care. Any information will be treated in the strictest confidence and used solely in relation to this application.

Have you been convicted of any criminal offences? Yes No

If yes, please specify:

Declaration

I certify that to the best of my knowledge, the information given on this form is correct. I understand that my application to become a key holder may be rejected if I am found to be withholding relevant details or giving false information. I also understand that the information I have provided may be subject to checking.

Signature..... **Date**

Conditions of use

As a key holder, I will:

- Not make any copies of these keys
- Not give or loan these keys to anyone else
- Report any lost keys immediately to the key issuer
- Return the keys when I leave my position

In signing this form I confirm that I understand my responsibilities as a key holder and agree to take all reasonable steps to ensure the safety and security of the building and the people to whom I give access.

Signature..... **Date**

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T64 – Giving vouchers and rewards to young people guidance

Introduction

A key youth work principle is to listen to and take account of the views of young people in the design, delivery and evaluation of activities and services. If young people are given opportunities to participate and influence, the result will be a better service for young people with higher standards, based on identified rather than perceived need. Involvement in this way is also an important opportunity for personal development and adds to the credibility of the service in the eyes of young people.

A wide range of evidence exists to demonstrate the effectiveness of young people's involvement in youth projects as members of advisory boards and management committees, trainers, peer educators, members of recruitment and selection panels, focus groups etc.

Providing incentives and rewards can have a number of benefits – they can often make young people feel valued, build their confidence and encourage further involvement in the youth project.

Definitions

- **Incentive** - Something that encourages effort or action e.g. food, activities, new friends, new skills, influence decisions, fun and freebies.
- **Recognition** - The way in which we show that young people's participation is valued e.g. certificates, thank you letters, feedback on the impact of their input.
- **Reward** – Something tangible that is of value to young people e.g. accreditation, vouchers (for clothes, music, books etc), meals out etc.

Ethical considerations

The question of *how* to recognise children and young people's contribution is a secondary question to *why* such recognition should be made and whether or not a particular situation warrants such recognition.

It is important when planning pieces of work with young people that they are involved from the start, including discussions about rewards and incentives.

Questions to be considered are:

- Is this piece of work mainly about young people being trained? If so, should we seek accreditation rather than rewards?
- Are there any different elements to this piece of work, only part of which warrant rewards?
- How do we ensure that we are consistent in terms of situations which warrant reward / accreditation?
- How do we ensure that the method of recognition we choose is fair to all members of the group? (i.e. young people on benefits, use of vouchers, outings etc)

Other considerations

Financial contributions in the form of incentives or rewards for participation activities (which are not wages) may be appropriate and legitimate, once the following guidance has been considered:

- **Benefits** – Young people on benefits are responsible for notifying their benefit office to seek advice on how much they can earn from participation work with the church. They must also sign a declaration that they accept and understand that this is their responsibility.
- **Tax / National Insurance** – It is important to note that the Inland Revenue treats retail vouchers as cash. For each tax year a young person can earn up their personal allowance before their income is taxable. This changes each year. When income in a week exceeds this amount or if a young person already has another paid job we have to treat the income we pay them as taxable at the basic rate. Young people under 16 do not pay National Insurance. National Insurance is only payable on earnings above the lower earnings limit. Guidance should be sought if this is thought to be an issue.
- **Record keeping** – A record must be maintained of all vouchers or gifts given to young people, regardless of amount. As a minimum the records must include date, name and amount and description of reward (vouchers, CD, etc), summary of activity connected with reward and signature for receipt of reward. If it is likely that a young person will earn more than the lower earnings limit, address and national insurance number if aged over 16 years are also needed. It is the responsibility of the youth worker at the church youth project to keep these records.
- **Other contributions** – Costs can be covered for meals, travel and training expenses. Also, there are no implications for holding a thank you celebration event such as a meal out, as this is a group activity and not liable to tax / benefit problems.

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T65 – Peer led activities guidance

Introduction

More and more young people are participating in the planning and delivery of church youth activities e.g. peer led cell groups and youth forums. This raises some important questions about safeguarding and the church's duty of care to young people who attend these activities.

The PCC and youth work staff have a duty of care to young people and are required to take reasonable measures to ensure the safety and protection of young people meeting together in groups / youth forums etc. This section gives some good practice guidance to help you ensure that youth led activities in your church comply with safeguarding / child protection and health and safety guidance.

Good practice guidance

- Selection, induction and training – young people selected for youth leadership should be given the necessary induction and training to be able to perform their roles. This should include information about supervision, communication, accountability etc.
- Young leaders agreement – this should be drawn up by the youth work manager in consultation with the young leaders. It should be an agreement between the church and the young leaders, which explains both parties' roles and responsibilities.
- Parental consent – parents should be informed of the young leaders' initiative and the usual consent should be obtained (the general consent form should cover this and should state that this is one of the groups that the young person is involved with). A letter to parents, outlining the role, responsibilities and requirements of the young leaders, would also be a good idea.
- The young leaders should be aged 16 or over. If a young person is younger than 16 then they may act as a helper, providing an adult leader is present.
- Venue – The youth leader's sessions could take place in the youth project building, church building or home of a responsible adult (who has been CRB checked etc). A risk assessment needs to be completed and the venue needs to be safe, have a telephone and suitable toilet facilities.
- Adult supervision – there should be two adult youth leaders or adult supervisors present and available in the venue when the young leaders'

session is taking place. The adult supervisor is responsible for opening and locking the building, ensuring young people's safe departure/exit from the building, taking a register and providing first aid cover. They do not have to be in the same room as the young people's meeting but they should be in the same building. It is good practice for the adult to welcome the young people and be clear about boundaries, house keeping etc.

- Overall responsibility – the youth work manager should have overall responsibility for this group. They are responsible for training the young leaders, ensuring risk assessments are completed, consent forms etc. They also need to have completed child protection training, covering the issue of children abusing other children and what is and is not acceptable behaviour.
- Insurance – ensure that the church policy covers this sort of activity; call the insurance company to check if you are not sure.
- Numbers – ideally the youth led groups should have a maximum of 10 young people, with two young leaders.
- Planning and evaluation – the young leaders should be encouraged and supported to plan and evaluate the sessions they run. This could form part of the training that the youth work leader provides for them.

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T66 – NAOMIE: Planning, monitoring and evaluating (sample)

NAOMIE is a good practice model for planning, monitoring and evaluating youth work. It incorporates every stage a project should go through and breaks down the planning phase into smaller chunks.

Needs assessment	How do you know the work is needed?
Aims	The overall point of the project / session
Objectives	Sub goals – steps on the way to achieving the aim
Methodology	How you will deliver the work or engage young people
Implementation	Doing it
Evaluation	Reviewing it