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CEREDIGION

YOUTH
SERVICE



Youth Workers' Handbook



Handbook

Ceredigion Youth Service has produced this Handbook as a practical aid for youth workers throughout the county. It has several purposes:

- **To introduce you to Ceredigion's Youth Service and what it does**
- **To set out the basics of good youth work practice**
- **To help with planning, doing and evaluating youth work**
- **To provide forms and documents for clubs and projects to use or adapt**
**Note: some forms and documents are mandatory for statutory Youth Service clubs and may also be required from other organizations under Service Level Agreements or funding arrangements made with the Youth Service.*
- **To provide useful contacts and resources in Ceredigion and beyond**

Although the Handbook is primarily for workers, clubs and projects within the statutory Youth Service, it will also be of use to the independent and voluntary sectors, and for anyone working with young people in Ceredigion who may wish to draw on aspects of good practice, or to use or adapt the enclosed template forms. Throughout the Handbook, useful information is highlighted in **blue boxes**, and tips for good practice are highlighted in **green boxes and in *italics*** (for those who have a black and white copy).

This is a general guide and does not contain the full detail of all our procedures. The Youth Service's *Policies and Procedures* document is available from us directly, and details of Ceredigion Council's policies can be found on its website. We provide links to both where relevant.

This Handbook will be a flexible tool that we will update and amend over time. Every so often you will receive additional or updated sheets. Please either add these to your copy of the Handbook, or replace the pages that are superseded.

We welcome comments from organizations and individuals working with young people, as well as ideas for improvement, and requests for advice and assistance. Please contact Ann Sweeting, Principal Youth Officer at this address:

**Ceredigion Youth Service, Professional Education Centre, Felinfach
Campus, Dyffryn Aeron, Lampeter, Ceredigion, SA48 8AF**

Tel: 01545 572352 Fax: 01545 572364 E-mail: youth@ceredigion.gov.uk

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Part One: practicalities

1.1: Ceredigion Youth Service

1.1.1 Our Vision

“By 2020 Ceredigion will be an active, healthy and inclusive county where learning, activity and sport are part of everyday life.”



1.1.2 Our Mission Statement

Ceredigion Youth Service believes that all young people in Ceredigion should have every opportunity to develop personally, socially and educationally, and to make a successful transition from dependence to independent adult citizenship.

The mission of Ceredigion Youth Service is to offer young people aged 11-25 informal education opportunities that are educative, participative, empowering and expressive, in an environment that is accessible, welcoming and safe. We will respect the bi-lingual heritage of Ceredigion and offer provision through both Welsh and English. We will work in collaboration with Ceredigion Young People's Partnership and other organizations to help Ceredigion's young people to access their entitlements and develop as responsible citizens.

These opportunities will:

- ***Respond to the needs of young people and their communities***
- ***Uphold the principles of the Youth Work Curriculum Statement for Wales***
- ***Be professionally planned, delivered and evaluated with regard to quality assurance***
- ***Encourage the participation of young people in planning and evaluating what we do***
- ***Meet the requirements of legislation and of Ceredigion Council's Corporate Plan***
- ***Have regard to the principles of "Extending Entitlement"***
- ***Respond to the priorities of the National Youth Service Strategy for Wales***
- ***Draw on and encourage active cooperation with other partners***

The professional relationship between youth workers and young people will be based upon voluntary engagement and mutual respect.

1.1.3 What we do

Ceredigion Youth Service is involved with youth clubs, projects, activities and support services all over Ceredigion.

Youth Clubs

At present, Ceredigion Youth Service directly runs youth clubs in Aberaeron, Aberystwyth, Borth, Lampeter and Cardigan. We have Service Level Agreements with Aberporth, Tysul Youth and New Quay Youth Clubs and also with the URDD, Ceredigion Young Farmers Clubs, Ceredigion Scouts and Girlguiding Ceredigion. We offer support and advice to youth organisations throughout the county.

Youth Work Curriculum Development

Planning for young people's learning within the Youth Work Curriculum takes place around 4 Core Curriculum areas. These are key themes that youth workers explore with young people, and which form the foundation for youth work, however it is delivered and wherever it is happening. These themes are Citizenship, Arts, Sports and Health.

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Youth Work in Schools

The Youth Workers in School engage with 14 – 16 year olds who are at risk of becoming/ or are NEET. They offer personal support for young people within and outside of the school environment. Young people working with the youth workers in school have the opportunity to be involved in Agored Cymru, Duke of Edinburgh Award Scheme and the ASDAN programme. This is usually undertaken in a group situation but can also involve one to one support for more vulnerable young people

Outreach Youth Workers

The Outreach Workers engage with young people aged between 16-19 who are at risk of becoming disengaged. They offer personal support for young people and work closely with the careers service. Young people involved with this project have the opportunity to take part in activities/project, undertake accreditation as well as come along to organise drop in sessions set up by the workers

Apprenticeship Scheme

The Youth Service currently operates an apprenticeship scheme for young people over the age of 18. This gives the apprentices the chance to gain a level 3 qualification in Youth and Community Work, attend in house training courses run by the service as well as shadow experienced youth workers. Their work involves developing accredited projects within both the statutory and voluntary youth organisations. We currently employ 2 apprentices as part of a consortium arrangement with Pembrokeshire and Carmarthenshire

Activity programmes, Duke of Edinburgh Award and events

The Youth Service runs activities throughout the county and coordinates work through the Duke of Edinburgh Award scheme. We organize themed events with schools, colleges, arts and volunteer groups, and other statutory and independent organisations. The Youth Service organises holiday programmes for young people during the school holiday period. This involves fun activities within youth club settings, outdoor education activities, trips away as well as residential breaks.

Youth forums and youth participation

Consultation and participation are central to the principles and ethics of youth work. We have developed a Successful County Youth Forum and are helping other agencies ensure that young people contribute towards the development of the services that affect them.

Training for youth workers and accreditation for young people

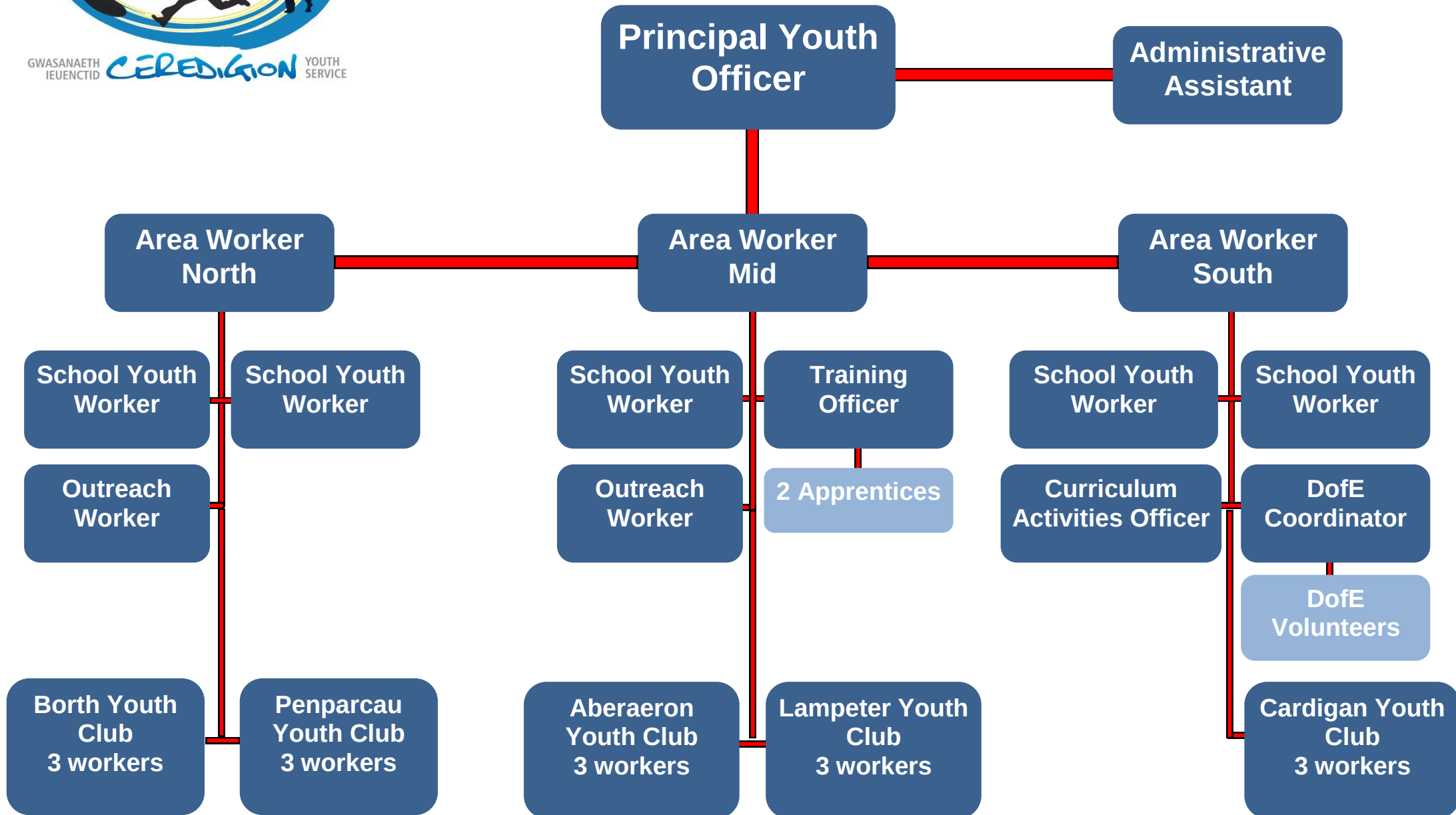
The Youth Service is committed to accessing or providing training to help youth workers in their professional development. Each year, limited funding is available for training up to and including Degree level, which is the recognised Youth and Community Work qualification in Wales.

Accreditation gives young people both a sense of achievement and useful paper evidence of what they have done. A wide range of activities can now be accredited and we will be pleased to give advice, information and contacts. We can arrange accredited courses for clubs and young people.

Advice, information, support and resources

We advise independent and voluntary sector youth work providers, statutory and non-statutory agencies, community groups, schools, colleges and anyone working with young people who wants to build informal education and youth consultation into their practice. We consider applications for funding and hold resource of hard-copy and electronic information about youth work theory and practice. We have a large Activity Store with outdoor and sports equipment as well as other props and equipment for hire.

Staff Structure



1.1.5 Ceredigion's Youth Work

Curriculum

A separate Curriculum Strategy is available and is shared throughout other Youth Services in the Mid and South West region. A further document that will act as a toolkit to drive the curriculum is also being developed to complement this

The Youth Work Curriculum provides a foundation for youth work in Ceredigion. It provides a framework for developing high quality work with young people. It enables youth workers to plan, deliver and evaluate their work in a systematic, measurable way.

It outlines the learning that takes place through youth work and the range of learning opportunities offered to young people in Ceredigion. It also outlines the methods and processes involved in youth work, and the aims and principles on which our work is based.

The curriculum is designed to be flexible, allowing youth workers and young people opportunities to jointly plan activities and programmes that will develop and challenge young people and youth workers, and encourage their creativity and invention.

CORE CURRICULUM AREAS

Citizenship

Work in this Curriculum area includes:

- ☐ Democracy and Decision making.
- ☐ Rights and responsibilities.
- ☐ Community Safety.
- ☐ Volunteering and Community Involvement.
- ☐ Political literacy.
- ☐ ESDGC.

ARTS

Work in this Curriculum area includes:

- ☐ Performing Arts.
- ☐ Visual arts.
- ☐ Creative Writing.
- ☐ Craft and design.
- ☐ Multi Media.

Sports

Work in this Curriculum area includes:

- ☐ Outdoor education.
- ☐ Sport and Leisure.
- ☐ Team games.
- ☐ Individual activity.
- ☐ Competitions.
- ☐ Sport for Fitness.

Health

Work in this Curriculum area includes:

- ☐ Sex and relationships education.
- ☐ Drugs, Smoking and Alcohol education.
- ☐ Food and Fitness.
- ☐ Mental Health and Wellbeing.
- ☐ Self Esteem and Confidence.

Many of the Curriculum areas will offer young people the chance to have their work and learning accredited. Please speak to the Youth Service's accreditation officer for more information.

1.1.6 Youth Forums, Participation and Consultation

Consultation and **youth participation** are central to *Extending Entitlement*, the Welsh Government's youth strategy. The Youth Service works with partner agencies and local government to ensure that responding to young people's views and involving them in service development are built into practice when planning and evaluating work.

The Youth Service has an established County Youth Forum which gives young people the chance to share and make known their opinions about local and national issues of importance to them, as well as the opportunity to call local elected representatives and service providers to account. Youth Forum members are drawn from groups across Ceredigion, including youth clubs, school and college councils, and other youth projects of all kinds. We include as wide a range of Ceredigion's young people as possible.

Each statutory youth club will have a Club Forum which will represent young people's views within their youth club and in their local surrounding area. Each club forum will then elect representatives to the county-wide **Ceredigion Youth Forum**. Every two years four members from the forum will also get a chance to become elected members of Funky Dragon which is the Junior Welsh Government. These representatives will take forward the views and opinions of the young people of Ceredigion on a national level.

The Youth Forum will also have links to other local and Wales-wide organisations.

Overall, involvement in youth forums will enable young people not only to have a say — and to see and build on the results — but to meet with other young people and take part in a range of associated activities.

For more information about Youth Forums or any aspect of youth consultation or participation, contact the Youth Service.

1.2: Help with practice

1.2.1 Planning youth work

Even allowing for the fact that youth work is *informal* education, this doesn't mean that planning isn't important. In fact, that same informality makes it vital that youth workers have a clear grasp of what's going on.

Some of the questions you're likely to need to ask when planning work are:

- *Is it a worthwhile piece of youth work in its own right?*
- *Who'll participate and who'll benefit? Everyone? Some people?*
- *Is Welsh and English bilingual provision needed?*
- *How does it promote or complement the Assembly Government's Ten Entitlements for young people?*
- *Is it do-able? Can we get the money, staff, facilities and equipment we'll need?*
- *Is accreditation available?*
- *Are staff adequately trained? Are there both male and female members of staff? Are there enough of them to have a safe ratio of staff to young people for the activity?*
- *Is it safe?*
- *How do we involve young people in planning it?*
- *What time-scales do we need to work to, and for what bits of the project?*
- *How will we and the young people evaluate what we've done?*

Planning youth work in general

It's wise to have a **forward plan or timetable** and **project plans** for each project or activity.

Forward plan or timetable

This sets out your programme over a given period (we suggest you do it annually if possible). You can update it as you come up with new projects or activities. It can also include things that aren't just about practical work (see **Planning other things** below).

Project plan

This is a chance to plan particular activities in detail. You can use a **Project Planning form** for both one-offs and long-term projects. It can also help you plan funding bids. Part 2 of the Project Planning Form is then used to evaluate the work you have done.

Project plans should include things like:

- *Prior and on-going consultation with young people*
- *Learning aims within general subject areas; for example, “to encourage healthy eating”*
- *Learning objectives: what you want to achieve within the learning aims; for example, “participants will know how to balance their diet”*
- *Linking work, where appropriate, to the “Ten Entitlements” (see Part 2.3)*
- *Information you’ll need about partner organizations or workers*
- *What facilities, resources and staff you’ll need*
- *Health and safety issues, risk assessments and consent, if these are required*
- *Expected costs — and the funding needed to meet them*
- *Accreditation, if available (the Youth Service can advise you here) – see Part 1.3*
- *Publicizing and promoting the project*
- *How you’ll evaluate the project — during and after*
- *A timeline: what needs to be done and when*

To get an idea of how you might plan a project, look at the **Project Planning Aid** that follows. The stages and sequence of planning shown are only a suggestion: you may want to add or subtract from them, or put them in a different order.

(Note: if you are a Youth Service run club, or if you are applying for funding from Ceredigion Youth Service, Part 1 of the Project Planning form must be completed in advance and a copy sent to the Youth Service.)

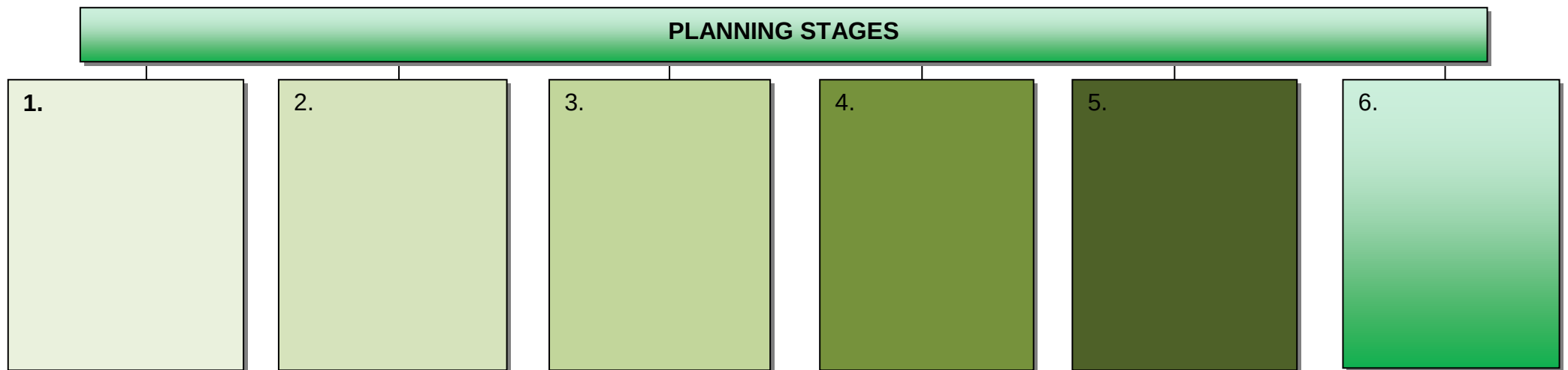
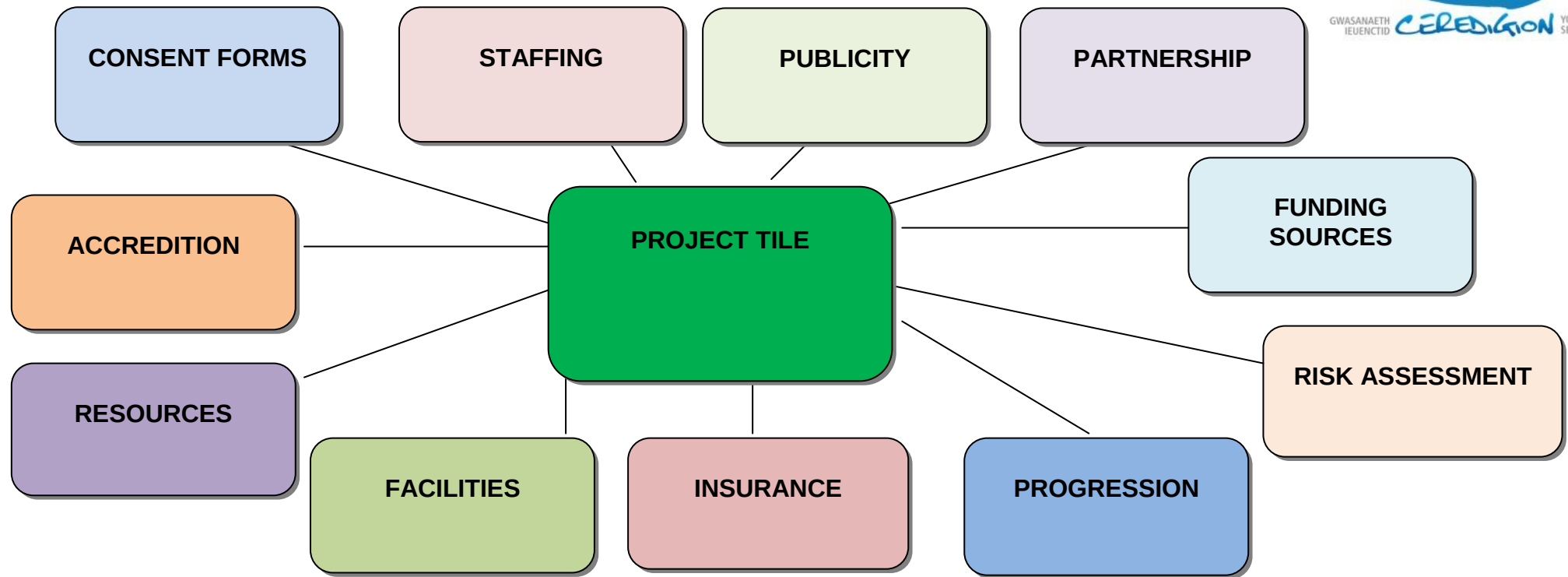
Planning other things

It’s also worth building other elements into your longer-term planning.

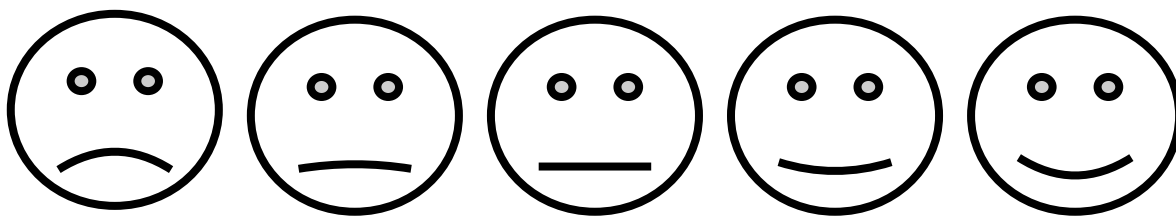
Questions worth asking are:

- *What administrative things need to be done regularly? For example, you may have to provide statistical or accounting information.*
- *Is staff training needed, and what are the timescales and deadlines?*
- *What local, national or international events and anniversaries might be coming up that you could join in with or build some work around?*
- *What are the deadlines for funding opportunities?*

PROJECT Planning Spider gram (guidance only)



1.2.2 Monitoring and evaluation



Monitoring and evaluation are useful in two ways:

- **To measure how far your aims and objectives were met**
- **To reflect on what was done for future reference**

When evaluating work, it is good practice to reflect on how the work you have done has taken into account the Welsh Government's Ten Entitlements.

Individual workers may also find it helpful to do their own personal assessment as it may help in their professional development. This is a useful skill to develop: almost all youth work training courses require fieldwork and reflective journals, and some may allow previously completed work to count in the coursework.

Key questions when evaluating are:

- ***Are young people involved?***
- ***Were the objectives of the project or activity met?***
- ***What went well?***
- ***What went badly?***
- ***What needs to be done differently next time?***
- ***What other needs were identified?***
- ***How do we feedback results of evaluation to young people?***
- ***How do the results feed into our future plans?***

1.2.3 Keeping a Portfolio

A portfolio is an on-going piece of work that builds over time. It includes the centre or project's required record-keeping and a wide range of other evidence. Statutory clubs must keep an evidence portfolio and this may also be a condition of Service Level Agreements between the Youth Service and non-statutory organisations.

A portfolio uses records and other evidence to

- keep centre records up to date
- provide evidence for the centre's work, and help you review and evaluate what you do
- demonstrate achievements
- help staff develop their skills and provide evidence of both young people and staff's training and qualifications.

We suggest that you keep two portfolio files: one for the necessary statistical records and centre documentation, and one for evidence of your work and activities.

We advise individual members of staff also to keep their own portfolios, which may be useful for professional development and training. Evidence for the **work and activities portfolio file** should also include photographs, artwork, audio-visual footage, press clippings, certificates and so on. Be as creative as you – and the young people – like!

1. Records and documentation

- Youth Centre details and opening times
- Members' registration forms
- Parental consent forms
- Nightly attendance sheets
- Session review forms
- Monthly attendance summaries
- Financial records
- Forward planning
- Project planning and evaluation forms
- General youth centre evaluation documents
- General risk assessments
- Accident/incident records

2. Evidence of work and activities

- On-going youth work and projects
- Evidence from trips, residentials and exchanges (include risk assessments, notification forms and participant details)
- Consultation with young people
- Youth Committee/Forum minutes
- Competitions entered
- Accreditation gained by members and staff
- Relevant correspondence
- Publicity clippings featuring the Centre
- Articles of interest from the youth work press and other publications
- Resources held or used

1.2.4 Confidentiality

Confidentiality is essential to the job of building and maintaining constructive relationships between youth workers and young people. Under normal circumstances, information about a young person should remain confidential unless the young person requests otherwise or they give their permission for you to disclose it.

However, it is also essential that young people know that there are certain situations in which confidentiality cannot be maintained. **If there is suspicion or evidence that any young person is being harmed or is at risk of being harmed, normal rules of confidentiality do not apply and a worker must disclose it in line with Child Protection procedures.**

Youth workers should make every effort to ensure that young people are aware, **in advance**, of their duty to pass on this kind of information, so that young people can then choose what they say in full understanding of the possible consequences.

Young people should be assured that such information will only be shared with appropriate Child Protection officials, and that records will be kept in a secure place and in accordance with Data Protection legislation.

It goes without saying that youth workers should never agree to keep secrets.

1.2.5 Child Protection

Ceredigion Youth Service is committed to safeguarding and promoting the welfare of all the young people we work with, and to protecting them from physical, sexual and emotional abuse, and from neglect. For a statement of the Youth Service's Child Protection policy, please consult our ***Policies and Procedures*** document. For national procedures, to which our procedures accord, see the ***All Wales Child Protection Procedures***. Copies are held by the Youth Service and are also available from Ceredigion Social Services. We particularly recommend that you read and familiarize yourself with **Part 2 of the *All Wales Procedures* ("Roles and Responsibilities")**. Independent sector organizations should also refer to the U.K. Government's ***Safe from Harm*** procedures (Home Office, 1993). The NSPCC have also produced a *Staying Safe Commitment Scheme: Protecting Young People in Organisations* (www.nspcc.org.uk). All organizations working with young people should ensure that paid staff and volunteers have appropriate and current Criminal Record Bureau (CRB) checks in place.

What are “abuse” and “neglect”?

These are the definitions of abuse and neglect given in Section 1.2 of the ***All Wales Child Protection Procedures***.

Physical Abuse

is ***the physical infliction of harm***. It may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child or young person.

Emotional Abuse

is ***the persistent emotional ill treatment of a child or young person such as to cause severe adverse effects on the child's emotional development***. It may involve conveying to a child that they are worthless or unloved, or may feature inappropriate expectations being imposed on a child.

Sexual Abuse

involves ***forcing or enticing a child or young person to take part in sexual activities***, whether or not the child is aware of what is happening. This may involve contact or non-contact activities, such as involving children in viewing or making pornographic material.

Neglect

is ***the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development***.

Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Young people may be abused in a family or in an institutional setting, and by those known to them or by a stranger.

What to do if you receive a disclosure

Please read the following carefully, make sure that both paid and voluntary staff are aware of it, and seek advice from us if any parts of it are unclear.

If someone tells you that they or another young person is being abused or is at risk of physical abuse, emotional abuse, sexual abuse or neglect, you must:

- *Show that you have heard what that person is saying, and that you take their allegations seriously.*
- *Encourage the person to talk, but do not prompt, ask leading questions or interrupt when the person is recalling significant events. Don't make the person repeat their account.*
- *Explain the actions you must take in a way which is appropriate to the age and understanding of the person. Seek their consent, **but do not allow lack of consent to stop you from referring if it is appropriate to do so.***
- *Do not promise to keep what you have been told secret. You have a responsibility to disclose information to those who need to know. Reporting concerns is not a betrayal of trust.*
- *Write down what you have been told, using the exact words if possible. Report the disclosure as it was told to you. Do not add your own interpretations.*
- *Make a note of the date, time and place, and of any people who were present during the discussion.*
- *Report your concerns to the member of staff in your organization with designated responsibility for Child Protection. If there is no person in this role, inform your line manager. If neither is possible, make the referral yourself to the Duty Social Worker at the Social Services Department on 01545 574000. **Do not delay.***
- *Do not contact or confront the alleged abuser.*
- *If it is outside working hours, and you believe the child or young person is in immediate danger, you must contact the out of hours Standby Social Worker on 0845 6015392.*
- ***Do not delay if you believe that emergency action is needed to protect a child.***

Making a referral

A referral should be made to Social Services as soon as a problem or concern is apparent, and certainly within 24 hours. The Duty Social Worker should be given the following information if you have it. (Don't delay referring if you don't have all this information.)

- ***The reason for the concerns***
- ***Name, address and date of birth of young person***
- ***Details of any other family members***
- ***Any other information that could be of use to the social worker.***

Referrals may be made by telephone, in person, by letter or by fax. Whichever method is used, an **Inter-agency Referral and Initial Information Record Form** must be completed within two days. The form can be requested from the Service's child protection officer or manager. (It's important that staff familiarise themselves with the requirements of the form). If you make a telephone referral, it must be followed up in writing within two days. A copy of the referral form should be available in your place of work. If you don't have a copy you can request the Social Services Duty Officer to fax one to you.

What happens next?

Following referral, you may be asked to do one or more of the following:

- Attend a meeting to discuss the referral
- Assist with a child protection investigation under Section 47 of the 1989 Children Act
- Assist with an assessment of the family's circumstances
- Write a report for a case conference
- Attend a case conference

Concerns about a member of staff

If you have concerns about the behaviour of a member of staff towards a young person, and you believe that the young person is suffering, or at risk of suffering harm, you have a duty to report the matter to the appropriate person. Please refer to the County Council's Whistle-blowing Policy for further guidance.

1.2.6 Health and Safety

All organisations have a duty of care. Employers are required by law to have a Health and Safety policy, and those with five or more staff must have a written policy. For Ceredigion Youth Service's policy, see our *Policies and Procedures* document. It's good practice for *all* organisations to have a policy and to review it regularly. This will include procedures for risk assessments and ways of eliminating or reducing risks, will say who in the organisation is responsible for what, and how other employees and clients will be made aware of the policy. As Youth Cymru note: **"The true test of a Health and Safety policy is the actual conditions in the workplace, not how well the policy is written."**

As well as considering the risks present in your day-to-day work and locations, individual risk assessments should be made for particular activities or locations when appropriate. A copy of Ceredigion County Council's **Risk Assessment form** is available in the **forms and documentation** document.

For Ceredigion Council's Health and Safety procedures, see its website:

<http://cardinet.ceredigion.gov.uk/media/word/t/o/healthsafety.doc>

The **Health and Safety Executive** provides information about general health and safety issues, doing risk assessments and much more on www.hse.gov.uk/pubns.

Accident and incident reporting: please use the booklets supplied at each Youth Service run centre, or at the very least have a means by which to record the details of the accident or incident at the time of occurring so as to transfer to the appropriate document.

Off-site activities, residential visits and exchanges

It's particularly important that all staff have clear knowledge about the project, that adequate research has been done and that all necessary consents and information have been gathered and recorded. The procedure for Educational Visits is outlined in Ceredigion County Council Educational Visit Pack (December 2008). **Project Planning and Risk Assessment forms**, a **Residential/activity notification and consent form** and a **Residential/activity participants form** are available in the **forms and documentation** document. Between them, these will help you to bring together the necessary information.

Note: if you are a statutory club, or if you are being funded by Ceredigion Youth Service, copies of the Project Planning form, the Risk Assessment form and the Residential/activity participants form must be sent to the Youth Service prior to the activity or residential.

1.2.6 Health & Safety recommended checklist



Organisation name:	
Who in the organisation has overall responsibility for H&S?	
Who will do and review on-going risk assessments?	
Who will do and review particular risk assessments?	
How are employees, volunteers and young people consulted about and made aware of the policy?	
Is there a First Aid kit?	
Is there a qualified First Aider or appointed staff member?	
Is training needed?	
Is there an up-to-date accident/incident book?	
Are lines of communication clear in the event of an accident or incident?	
Is the policy reviewed? How often?	
Other	

1.3: Training and Accreditation

At present, training for youth and community workers has two strands:

- 1. Professional Training (“the coherent route”)**
- 2. Continuing Professional Development (issue-based training)**

It is the Youth Service’s policy to offer training in both Welsh and English wherever possible. Courses are increasingly becoming available through the medium of Welsh.

1.3.1 Professional Training

Professional training is often referred to as “the coherent route” because it progresses from an Introduction to Youth Work through to BA and Masters Degree levels. **Since 2010 the Degree is the nationally recognised youth work qualification in Wales. Prior to 2010 those with Diploma level and above are nationally qualified.**

The levels are:

- 1. Award in Youth Work Level Two Introduction (Level1)**
- 2. Level Two award in Youth Work (Level2)**
- 3. Level 3 Certificate in Youth Work (Level3)**
- 4. Degree level (Level4-6)**
- 5. Masters Degree (Level7)**

1. Award in Youth Work Level Two Introduction

This course is accredited by the Agored Cymru and is linked to senior member training. It is delivered locally and often aimed at being delivered for club members. It is appropriate for a Youth Support Worker Assistant, Probationary Youth Worker or Senior Member.

2. Level Two award in Youth Work

This course is again accredited by Agored Cymru and is designed for a first level Youth and Community Support Worker. This course is usually done locally but can also be linked into a regional training opportunity also. There is a 30 hour placement practice requirement for this level.

3. Level 3 Certificate in Youth Work

This course is run over 3 residential weekends. It is the second level for a Youth and Community Support Worker. There is a 60 hour placement practice requirement for this level. This is aimed at workers who run a club or provision.

4. Degree level

Degree courses at BA and MA level are available from institutions such as Trinity Carmarthen, Glamorgan University, North East Wales Institute and University of Wales Institute, Cardiff.

(In Wales, this is the national qualification in Youth and Community Work for post 2010.)

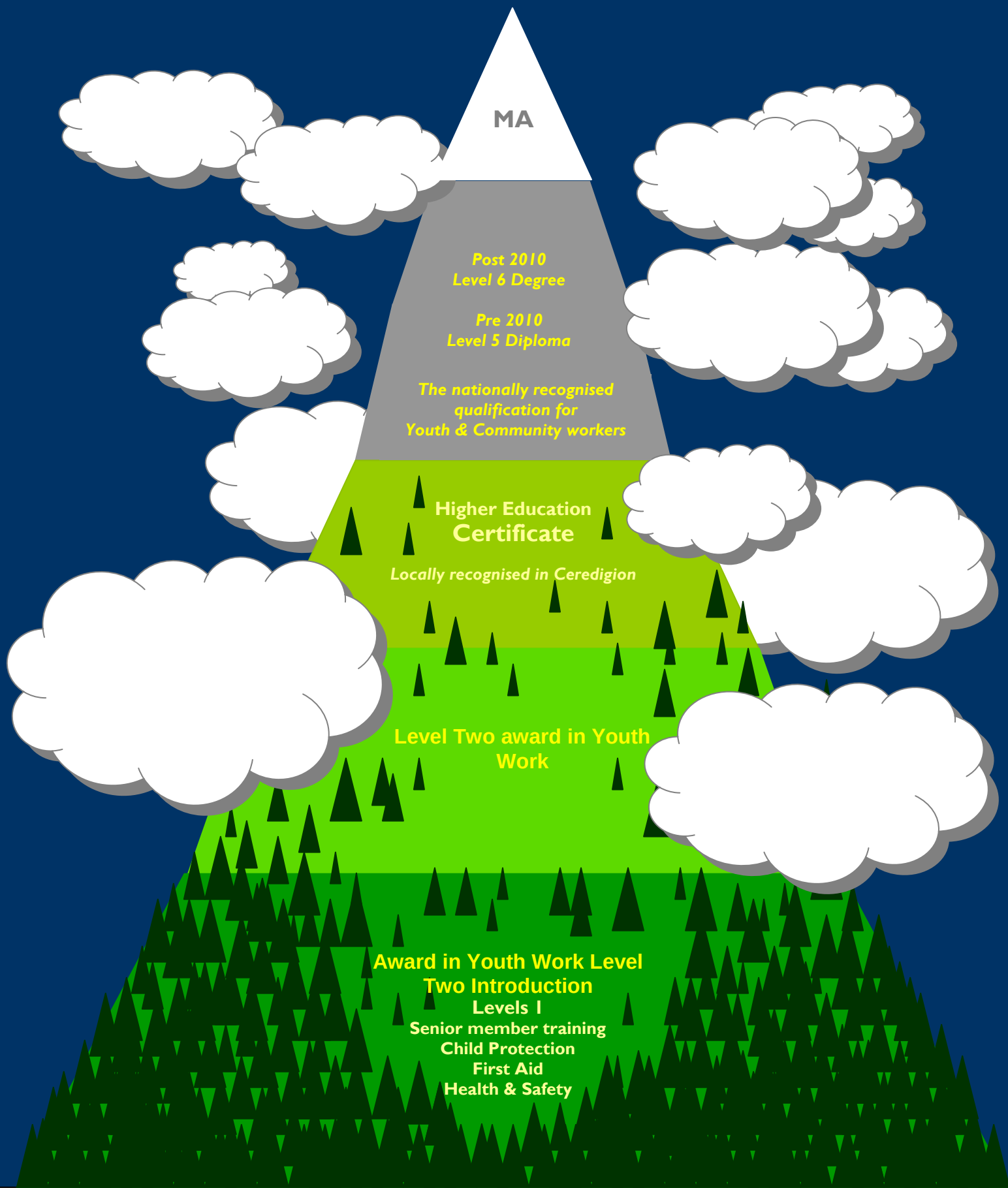
1.3.2 Continuing Professional Development

This strand provides complementary training in skills and procedures for those working with young people and in the community. Many courses are accredited by the Open College Network and most are usually delivered locally over one or two days or evenings. They include Child Protection, Health and Safety, Food Hygiene, First Aid, Substance Misuse, Emotional Health, Healthy Eating, Youth Achievement Award Training, Duke of Edinburgh Award Leader Training, Sports Leader training, and arts and crafts for youth workers. There are also courses that take a little longer to complete, like Training the Trainer and Off-site Safety Management, as well as other opportunities as and when required.

Each year, Ceredigion Youth Service has some funding to support youth workers in Professional Training up to and including Degree level, and for elements of Continuing Professional Development.

1.3.1 Youth & Community Work

Professional training: the coherent route



1.4: Resources for youth workers

1.4.1 Publications

The Youth Service holds a large number of books, periodicals, consultations and policy documents. These can be borrowed by youth workers and youth organisations.

1.4.2 Audio-visual

The Youth Service holds a number of audio-visual materials. These can be borrowed by youth workers and youth organisations.

1.4.3 The Activity Store

The Youth Service holds various sports and activity equipment which can be hired by organisations working with young people and registered with us. There is no fee but any loss or damage to equipment must be paid for. Bookings can be made through the Youth Service's central office at Felinfach. Some of this equipment includes:

Ball Games	Sports Equipment	Outdoor Pursuits
Camping Equipment	Music Equipment	Games

1.4.4 Transport

Ceredigion Youth service has two vehicles available for hire to registered users. Please contact the Administrator for hire forms and conditions.

1.4.5 Help and advice

We are very happy to assist youth clubs, groups and projects with enquiries and requests for advice. Where this is not possible, we will attempt to refer you on to people who can do so. Please feel free to contact Ceredigion Youth Service regarding this.

Part Two: contexts

2.1: Doing Youth Work: basic principles and practice

Youth work is hard to define. It's been said that if you ask the opinion of ten youth workers, you'll get ten different answers. But they'd all probably agree that youth work is broadly about informal social education at a time when young people are going through great transformation in their lives.

The basics are set out in the Youth Work Curriculum Statement for Wales:

young people should experience youth work as *educative, participative, empowering, inclusive* and *expressive*. Three related principles are important: firstly, young people should engage with youth work **voluntarily** — in other words, they shouldn't have to if they don't want to. Secondly, youth work is **informal** education. It doesn't hand down a fixed body of knowledge, but tries to encourage young people to explore and discuss — between themselves and with others — what gives meaning to their lives and to their relationships with others and with wider society. Thirdly, youth work should **encourage young people to take the lead in these debates and the practical actions that may flow from them**.

These basic principles are important because, as noted below, aspects of youth work now feature in a wide range of organizations, including some with which young people have to engage. This doesn't invalidate the work that is done by such organizations, but it is a reminder that the voluntary and informal aspects noted above must continue to inform all practice that is to call itself youth work, even within such targeted provision.

Youth work, then, is done in many different settings and in many different ways. On the ground, it's usually done by a mix of statutory, independent and voluntary organizations. Youth workers don't only work for the statutory Youth Service, but may be employed by a range of bodies. However, the statutory Youth Service has a very important role to play. It doesn't just run clubs, activities and so on; it also helps to coordinate youth work, provides advice and support to other organizations, accesses and delivers training and accreditation, and much more.

Very simply, the main types of youth work are in these areas:

Centre-based youth work

Youth clubs and centres are places where young people can meet voluntarily and informally. In addition, they offer a range of projects and activities, including sports, arts and crafts, music and dance. They may have fixed opening times or offer a more flexible “drop-in” service.

Detached youth work

This involves youth workers making contact with young people at the places where they meet, and working with them on their own terms. It’s often very informal work. It may just be about “being around” for young people to contact when they need to, or it may involve working directly with individuals or groups on particular issues that concern them. Detached youth workers can be a valuable source of advice and information, a bridge between young people, their families and the wider community, or just someone to talk to. Detached work is often a slow process of gaining and building mutual trust and shared responsibilities, between the young people and the detached worker, between young people themselves, and between young people and their communities.

Outreach youth work

In many ways this is similar to detached youth work, the difference being that the youth worker has a base. Usually this is in settings or organizations in regular contact with young people, for example schools, further education colleges, voluntary and statutory youth organizations, drop-in centres, mobile youth provisions, job centres, training and careers organizations, and so on. An important principle is that outreach work – whatever its setting – continues to respond to the needs of the young people it engages with.

Mobile youth work

Mobile youth work, often using a minibus or an adapted van, is used where, for whatever reason, there's little youth provision in place. Depending on how it's set up, it may be used as an information point, as a way of transporting equipment and materials for youth work, or as an actual meeting place for young people.

Residential visits

These involve youth workers taking young people away for varying lengths of time. There's usually a structured programme of activities, but residentials are also designed to develop relationships and cooperation between young people – and youth workers – over longer periods than are possible in other youth work settings.

Outdoor education

This can take a variety of forms but always focuses on learning by doing, whether through adventure activities like canoeing or mountain sports, field studies and conservation work, or team-building activities. In Ceredigion, the **Duke of Edinburgh's Award Scheme** has its own worker at the Youth Service. The Scheme works with a variety of clubs, centres and organizations to provide a structured programme challenging young people to try new activities that help develop stronger links with their communities.

Youth Forums

Youth work has a big role to play in giving young people the chance to make their views known. They can vary from club-based youth committees to the county-wide forum. Youth Forums are open to all young people. They meet regularly to air opinions, make decisions, and make young people's views known to elected and other organizations. Training in committee and decision-making skills help ensure that young people take as much control over their Youth Forums as possible.

Youth exchanges

Exchanges may take place within Wales and the UK or with other countries. They are designed to broaden young people's awareness and understanding of other countries, cultures, languages and ways of life.

Information services

These may involve static or mobile provision such as information points, mobile youth services, or the availability of advice and information through youth centres, detached and outreach work. Information may be available informally through the knowledge and experience of youth workers, or in printed or computer and web-based forms. One role of the Youth Service is to produce, collect and circulate information that may help young people. We also have a stock of publications and audio-visual aids for youth workers.

Partnership and multi-agency work

Youth work doesn't exist in isolation. It can happen in different ways, within different organizations, in different places and at different times. Funding can come from many different sources. Increasingly, other agencies working with young people are bringing aspects of youth work into their practice. This means it's essential to work together. On one hand, it helps with planning services and avoiding duplication. More positively, it opens up ways of working that can better take young people's views into account, and which better respond to and reflect their needs.

Youth Work Apprentices

Opportunities are made available for young people aged 16-25 to become apprentices at the Youth Service. This is often dependant on funding available. During their apprenticeship the young people are given the opportunity to have experience of many different youth work settings and practices. These will include shadowing experienced workers, youth clubs, forums, exchange trips, activity programmes, DofE and school based work. During their placement they will complete a level 3 qualification in Youth Work.

2.2: The Youth Work Curriculum Statement for Wales

Although it provides a common framework for youth work across Wales, the Youth Work Curriculum Statement, revised in 2012, is not intended to encourage or lead to a single, inflexible and prescriptive way of working.

The Curriculum states that the purposes of youth work are:

- to promote and actively encourage opportunities for all young people in order that they may fulfil their potential as empowered individuals and as members of groups and communities;
- to support young people through significant changes in their lives and assist them to understand their responsibilities;
- to support young people to be able to understand and exercise their rights;
- to encourage young people to gain and develop knowledge, understanding, attitudes and values and to make constructive use of their skills, resources and time;
- to promote opportunities and access for all young people whatever their race, gender, sexual identity, language, religion, disability, age, background or personal circumstances;
- to challenge oppression and inequality;
- to support and enable young people in keeping themselves safe.

... and that youth work, through its voluntary relationship with young people, should offer opportunities for learning that are:

- **EDUCATIVE** – Enabling young people to gain the skills, knowledge, understanding, attitudes and values needed for their own personal development and fulfilment and as a means of contributing to society as members of groups and communities, locally, regionally, nationally, and internationally.
- **PARTICIPATIVE** - Encouraging and supporting young people to become partners in, and share responsibility for, the opportunities, learning processes and decision-making structures which affect their own and other people's lives and environments.
- **EMPOWERING** – *encouraging and enabling young people to understand their rights and responsibilities so that they, as responsible citizens of the communities of which they are a part, are able to engage with the personal, social and political issues which affect their lives and the lives of others.*
- **INCLUSIVE** - Enabling young people to develop knowledge, understanding and positive attitudes and behaviour in relation to racial, social, and cultural identity and diversity; heritage; languages and the value of one's own and other languages; citizenship; respect for other people's choices.
- **EXPRESSIVE** – Encouraging and enabling young people to express their understanding and knowledge and their ideas, opinions, emotions and aspirations through a broad range of creative and often challenging opportunities.

In line with The Curriculum Statement practice of youth work should:

- *Promote opportunities and access for all young people whatever their race, gender, sexual identity, language, religion, disability, age, background or personal circumstances*
- *Challenge oppression and inequality*
- *Recognise the importance and value of the Welsh language and the need to promote its use*
- *Recognise that Wales is a country with a diversity of languages and cultures*
- *Recognise the importance of sustainable development*
- *Recognise that citizenship encompasses responsibilities and rights as global as well as local and national citizens*

2.3: Extending Entitlement

Extending Entitlement, launched in 2000, underpins the Welsh Assembly Government's youth policy. It is based on ten universal entitlements for all young people. **Young People's Partnerships**, made up of the agencies working most closely with young people, have the task of implementing *Extending Entitlement* in each local authority area. Ceredigion Youth service is a member of the County's YPP. For a list of the other members, see **Diagram 2.4**. We advise all youth workers to think about how their work relates to *Extending Entitlement* and encourage them to build aspects of the Ten Entitlements into their work where appropriate.

The "Ten Entitlements" are:

- 1 education, training and work experience tailored to young people's needs
- 2 basic skills which open doors to a full life and promote social inclusion
- 3 a wide and varied range of opportunities to participate in volunteering and active citizenship
- 4 high quality, responsive and accessible services and facilities
- 5 independent, specialist careers advice and guidance, and student support and counselling services
- 6 personal support and advice where and when needed and in appropriate formats, with clear ground rules on confidentiality
- 7 advice on health, housing benefits and other issues provided in accessible and welcoming settings
- 8 recreational and social opportunities in a safe and accessible environment
- 9 sporting, artistic, musical and outdoor experiences to develop talents, broaden horizons and promote rounded perspectives, including both national and international contexts
- 10 the right to be consulted, to participate in decision-making and to be heard on all matters which concern them or have an impact on their lives

In December 2004, the Assembly Government published a summary for young people.

Extending Entitlement – what is it? listed the Ten Entitlements as follows:

1. YOUR RIGHTS

1a To learn what your rights are and understand them

1b Make sure you are able to claim them and to understand and accept the responsibilities arising from them

2. BEING HEARD

It is your right to have the opportunity to be involved in making decisions, planning and reviewing an action that might affect you. Having a voice, having a choice even if you don't make the decision yourself. Your voice, your choice.

3. FEELING GOOD

To feel confident and feel good about yourself

4. EDUCATION AND EMPLOYMENT

4a To be able to learn about things that interest and affect you

4b To enjoy the job that you do

4c To get involved in the activities that you enjoy including leisure, sporting, artistic, hobbies and cultural activities

5. TAKING PART/GETTING INVOLVED

To be involved in volunteering and to be active in your community

6. BEING INDIVIDUAL

6a To be treated with respect and as an equal by everyone

6b To be recognised for what you have to contribute and of your achievements

6c To celebrate what you achieve

7. EASY ACCESS

Easy access in getting the best services, locally and nationally, that you should have and to have someone available to help you find them

8. HEALTH AND WELLBEING

To lead a healthy life, both physically and emotionally

9. ACCESS TO INFORMATION AND GUIDANCE

To be able to get information, advice and support on a wide range of issues that affect your life, as and when you need it.

10. SAFETY AND SECURITY

To live in a safe home and community

In order to make the Ten Entitlements as clear, logical and accessible to young people as possible, we have condensed them as follows:

1. To know what your rights and responsibilities are

2. To have your say in things that affect you

3. To get help if you feel unhappy

4. To learn about things that are important to you

5. To be actively involved in your community

6. To be treated fairly as an individual, and to have your achievements recognized

7. To get help with accessing the services you need

8. To receive good health services, with access to sport and leisure opportunities

9. To get information and advice about things that affect you

10. To live in a safe home and community

Useful contacts in Ceredigion

Information, advice, support

**Children's & Young People's
Information Service** 01545 574187
Aberystwyth CAB 01970 612817
Cardigan CAB 01239 613707
Young Carers 01545 572636

Children's and Young People's Partnership

Euros Healy
Euros.Healy@ceredigion.gov.uk
01545 574185

Housing

Housing Office
01970 633382
Homeless Shelter
01970 639111

Education, training, jobs

Secondary Schools
Aberaeron 01545 570217
Cardigan 01239 612670
Dyffryn Teifi 01559 362310
Lampeter 01570 422214
Penglais 01970 624811
Penweddig 01970 639499
Tregaron 01974 298231

Careers 01970 636150; 01570 421347; 01239 622100

Coleg Ceredigion 01970 639700; 01239 612032

Ceredigion Training 01970 625052

Aber University (Widening Access) 01970 622039

Job Centres **Aberystwyth** 01970 653100
Cardigan 01239 643500
Lampeter 01570 463900
Llandysul 01559 322900

The law & emergency services

Police (Aber) 0845 330 2000

Police (Cardigan) 01239 613171

Social Services 01545 574000

YOT 01970 633730

Youth Service 01545 572352

Borth Youth Centre
01545 572351

Aberaeron Centre
01545 574931

Cardigan Club
01239 621148

Youth Forums and youth participation 01545 572351

Duke of Edinburgh Award 01545 572355

Other youth provision

Scouts (N) 01970 822080

Scouts (S) 01239 621271

Guides (N) 01970 828616

Guides (M) 01570 422769

Guides (S) 01239 810362

YFCs 01545 571333

Urdd 01239 654196

Area 43 01239 614566

Health & well-being

CAMHS 01970 635765

SUDDS/Prism 01570 422344

Family Planning 01970 636216;
01570 422670; 01239 612214

Emergency contraception
01970 623131; 01570 422670

Volunteering & Community

CAVO 01570 423232

Communities First Aberystwyth 01970 639464

Communities First Tregaron 01545 572071

DASH 01545 570951

Arts & leisure

Aber Arts Centre 01970 621512

Theatr Mwldan 01239 621200

Theatr Felinfach 01570 470697

Theatr Arad Goch 01970 617998

Cambria Arts Tregaron 01974

Leisure Centres:

Aberaeron 01545 571738

Aberystwyth 01970 624579

Cardigan 01239 621287

Lampeter 01570 422552

Llandysul 01559 363561

Tregaron 01974 298960

Useful contacts: Wales & UK

General information, advice & support

Bullying Online www.bullying.co.uk
Children First www.childrenfirst.nhs.net
Childline 0800 1111 www.childline.org.uk
Cliconline www.cliconline.co.uk
Funky Dragon www.funkydragon.org.uk
NSPCC Wales 0808 100 2524 www.there4me.com
Youth Information 0116 242 7350
www.youthinformation.com

Education, training

BBC (revision) www.bbc.co.uk/schools/revision
Learn Direct 0800 100900
Learning and Skills Council (modern apprenticeships)
0800 150600 www.apprenticeships.org.uk

Volunteering & Community

Volunteering Wales
www.volunteering-wales.net

Physical, mental and sexual health

Brook Advisory Centres (sexual health) www.brook.org.uk
Eating Disorder Youth Helpline 0845 634 7650
Family Planning Association www.fpa.org.uk
Mind, Body and Soul www.mindbodysoul.gov.uk
National Drugs & Alcohol Helpline 0800 776600
National Self Harm Network www.nshn.co.uk
Need2Know (healthy eating) www.need2know.co.uk
Sexwise 0800 282930
Teenage Health Freak (general health) www.teenagehealthfreak.org
Young Minds (mental health) www.youngminds.org.uk
Young People's Sexual Health www.yפש.net

Democracy

Welsh Government 029 2082 5111 www.wales.gov.uk
UK Parliament 0207 219 3000 www.parliament.gov.uk
European Parliament 0207 227 4300 www.europarl.org.uk

Youth Service 01545 572352

In care

Voices from Care Cymru www.vfcc.org.uk
Who Cares Trust www.rhrn.thewhocarestrust.org.uk

Family

Wales Domestic Abuse Helpline
www.notyourfault.org

Part Three: Procedures, forms and documents

3.1: Staff procedures (Youth Service)

Although the procedures listed here apply to the Statutory Youth Service, others may find them useful when thinking about their own procedures. This section contains links to:

Council procedures

- Selection and recruitment
- Equality of opportunity
- Grievance procedures
- Sickness and absence
- Code of Conduct
- Disciplinary procedures
- Bullying and harassment
- Whistle-blowing

Ceredigion Youth Service procedures

On the following page there are brief summaries of the contents of Ceredigion Youth Service's *Policies and Procedures* document. We indicate which of them are covered in detail in this handbook. For the detail of others, please refer to *Policies and Procedures*.

3.1.1 Council Procedures

For the detailed procedures that apply to *all* Ceredigion County Council departments, and with which our procedures accord, access the County Council website using these links:

Selection and recruitment:

http://cardinet.ceredigion.gov.uk/media/word/s/c/recandsel_eng.doc

Equality of opportunity in employment:

<http://cardinet.ceredigion.gov.uk/media/word/2/k/equalopp.doc>

Sickness and absence:

<http://cardinet.ceredigion.gov.uk/media/word/6/b/SAM - Master Copy 12.12.04.doc>

Grievance procedure:

<http://cardinet.ceredigion.gov.uk/media/word/4/o/grievance.doc>

Code of conduct:

<http://cardinet.ceredigion.gov.uk/media/word/0/f/conduct.doc>

Disciplinary procedure:

<http://cardinet.ceredigion.gov.uk/media/word/q/0/discipline.doc>

Bullying and harassment:

<http://cardinet.ceredigion.gov.uk/media/word/n/e/bully.doc>

Whistle-blowing:

<http://cardinet.ceredigion.gov.uk/media/word/c/4/whistleblowing.doc>

3.1.2 Ceredigion Youth Service policies & procedures

A brief summary of the content of each of the main policies and procedures follows. Our *Policies and Procedures* document contains all of them in detail. Although, strictly speaking, the procedures only apply to employees of Ceredigion Youth Service or by agreement with other organisations through Service Level Agreements, we strongly recommend that all youth workers read them and have access to a reference copy.

- **Youth Workers' Code of Conduct:** this lists essential “do’s and don’ts” for youth workers
- **Equal Opportunities:** Ceredigion Youth Service takes a clear stand against unfair discrimination of any kind, both in its staff policies and all aspects of service provision. It values diversity and the bilingual heritage of Wales. The Equal Opportunities policy covers employment and recruitment, access to services, choice of language and the conduct of staff.
- **Youth participation policy:** this sets out basic principles of involving young people in service development and delivery, as well as day-to-day work
- **Volunteering:** this covers recruitment, CRB checks, induction, support, supervision and training, work and travel expenses, and insurance issues
- **Continuing Professional Development:** this includes induction, support, supervision and review. **(For training aspects of CPD, see Part 1.3 above.)**
- **Recording and documentation (see also the forms in part 3.2 below):** this important part of *Policies and Procedures* indicates when and why recording is needed, and which forms need to be used.
- **Health and Safety:** this covers work and activities, transport, buildings and facilities.
- **Lone working:** this includes definitions, legislative background, assessing risks, supervision, training and response procedures in the case of incidents or concerns
- **Child Protection and confidentiality (reproduced in Parts 1.2.4 and 1.2.5 above)**
- **Drugs and Alcohol policy:** this sets out the procedures for establishing clear ground-rules for young people and guidelines for responding to cases of misuse and suspected misuse.
- **Food Safety:** this covers basic “do’s and don’ts” when handling or preparing food and has links to sources of advice if you need it.
- **Travel and transport:** includes the use of mini-buses and personal transport, and making travel claims
- **Office procedures:** this sets out the Youth Service’s central office procedures and staff conduct when visiting others
- **Use of Social Networking sites and on-line communication with Young People:** these are guidelines to follow when use of these are an issue with your work with young people.
- **Press and media contact**

NEW EMPLOYEE INDUCTION CHECKLIST 1.

This form should be completed and kept as record of your induction. If you are unsure of anything please make sure that you ask.

All the items below must be completed as a minimum on your first day

HEALTH AND SAFETY

Where the nearest fire exit is located	
Where the fire assembly point is, and who is the Fire Marshall	
Where the nearest first aid kit is	
Whether there is a designated first aider or appointed person	
The No-Smoking Policy	
Where to find a copy of the departments Health and Safety Policy	
What Health and Safety precautions you need to take whilst at work	

WORKING HOURS

Whether or not you are on flexi time	
Time allowed for lunch break	
Time offices are open to the public	
Earliest and latest time you can start and finish work	
Procedures for signing in and out of the building	

YOUR ROLE AND RESPONSIBILITIES

Your timetable and type of work activities you can expect	
Policy and practice about confidentiality	
Any other standards of behaviour expected of you	
Responsibilities in regard to Equal Opportunities and non-discrimination	
Anything you need to read either hard copy or intranet	

THE WORKPLACE

You should be shown where the following are located:-

Managers Office	
Parking arrangements	
Reception	
Reprographics	
Catering and refreshments	
Toilets	
Discussion about any personal special needs or requirements	

Your signature_____

Pay No._____

Line Managers signature_____

Date_____

NEW EMPLOYEE INDUCTION CHECKLIST 2.

All the items below must be completed within your first two weeks of employment.

YOUR POST AND ITS RESPONSIBILITIES

Date

The major Health and Safety requirements of your post and yourself as an employee.	
The standards of response set by the service in line with the County Council and Recreation Service Customer Charter's	
Staff Review and Development Policy. Date of your first review.	
The main objectives of the service business plan and how your job contributes to these objectives.	
The service procedure for Complaints, Comments and Compliments	
Any financial regulations and responsibilities that apply to your post.	
The internet/intranet, e-mail and telephone use policies.	

CONDITIONS OF SERVICE

Whether you are on a probationary period and if so when it finishes	
Annual Leave – What your entitlement is and what the booking/recording system is.	
Compassionate leave and compensatory leave for additional hours worked	
Sickness Absence Procedures. Who you need to contact when you are sick and when you need a certificate.	
What to do if you need to use your car for work.	
Pension Scheme – You need to decide whether or not you wish to join the Council pension scheme.	
Grievance Procedure and Harassment Policy.	
Special needs – If you have special needs you may need to speak to your line manager or personnel.	
How to gain access to training and development for your job.	

Sign below when all actions are completed.

Your signature_____

Line Managers signature_____

Date_____

3.2 Forms and documents

The forms below are used and filed by all statutory clubs and projects. Some or all of them may be required from organizations with which the Youth Service has Service Level Agreements. We hope other organisations will also find them useful.

YOUTH CLUB BASICS

1. **Youth Centre or Individual Membership Form**
Purpose: to give to a new member to complete on first session.
2. **Parental Form for Membership**
Purpose: for young peoples' parents/guardians to complete and return.
3. **Session Attendance Sheet**
Purpose: to keep a record of attendance for a session.
4. **Monthly Statistics Form**
Purpose: to complete at the end of the month as a record of monthly contacts and return to Admin Officer
5. **Session Review Form**
Purpose: a reflective process to complete after a session with staff.
6. **Risk Assessment Form**
Purpose: an up to date risk assessment form to use for activities.
7. **Accident or Incident Report (Guidelines)**
Purpose: to give a guide of requirements for reporting accidents and incidents.
8. **Incident Report (template)**
Purpose: to use as a template of information needed in reporting an incident.
9. **Ceredigion Child Protection Procedure**
Purpose: to use as guideline in matters relating to child protection.

PLANNING & EVALUATION

10. **Curriculum Development Plan**
Purpose: to plan ahead for sessions relating to CASH curriculum.
11. **Forward planning form**
Purpose: to plan ahead for and timetable activities and projects
12. **Detailed Programme Plan (NAOMIE)**
Purpose: detailed planning and evaluation of activities.
13. **Project Plan (Short)**
Purpose: to use as a quick project planner and a brief for approval.
individual evaluation form for young people taking part in activities or projects. A sample is included, along with a blank template form that you can copy and adapt by entering your own statements or questions around the edge of the circle.
14. **Curriculum Toolkit (Template)**
Purpose: to use as a short instruction sheet on how to run a themed activity.
15. **Example of Term Programme for Club**
Purpose: an example of a term programme. Up to date programme kept in club files
16. **Youth Centre evaluation documents (7 parts)**
Purpose: general self-evaluation tool for youth centres and projects
17. **Example of Evaluation Tool**
Purpose: general evaluation tool for a session.

RESIDENTIALS & ACTIVITIES

18. **Consent and Medical Form**
Purpose: to gain necessary consents and medical information for trips/residentials.
19. **Residential/Activity Details of Participants Form**
Purpose: to keep necessary information about members

INDUCTION & SUPERVISION

20. **Induction questionnaire**
Purpose: to review a new employee's induction period
21. **Supervision Meeting Performa**
Purpose: agenda and agreement *pro forma* for staff supervision meetings
22. **Supervision Contract**
Purpose: template to use with staff to put in place what is covered during supervisions

