



SANDHURST YOUTH

Background information for Applicants

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1 Introduction

1.1 Introduction

The young people of Sandhurst deserve the best possible start in life – one that will make them proud to have grown up in Sandhurst, and grateful to the town for offering the facilities and support to confidently approach adult life. We want “every young person equipped with a dream” as they grow up here.

In 2015 St Michael’s Church approached Sandhurst Town Council with a view to establishing, for the long term, an independent Youth Work provision for the town – a project duly agreed by both the church PCC and the Town Council Strategy and Policy Committee. The project has been titled “Sandhurst Youth”.

The first phase of the project employed a Youth Worker, from April 2016 to August 2017, and confirmed the need for youth work in both school and detached settings as well as continuing to build on existing church work.

This Business Plan sets out the way ‘Sandhurst Youth’ will operate until December 2018 by which time it is intended that it will be ready to transition to being an independent charity providing a strategic Youth Work resource for Sandhurst supported by the town, the church and others.

1.2 Lessons from Phase 1

The work over the past two years has yielded important lessons, many of which have helped shape the plans for Phase 2. Some of the key lessons have been:

- The vision of the project, and the aspiration of wanting “every young person equipped with a dream”, has been well received by all the different stakeholders and groups we have met with;
- The breadth of the project, encompassing both community and church work, demands a high calibre of youth worker which places demands on the recruitment process;
- Being a start-up project means that progress is made by building relationships – we need to invest more effort in developing these in the next phase;
- The work generally requires at least two people for both safety and safeguarding reasons. The availability of volunteers for the work in the community is limited (much work takes place in working hours), and so it is proposed to utilise paid sessional workers in Phase 2;
- To make the vision a reality will take a team – the next phase has to be about widening and deepening the team of people, both paid and volunteer, engaged with the project.

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Responsibility for their lives and their community; and who are aware of their own and others’ Rights.

- Providing recreational and leisure time activity in the interests of social welfare for people living in the area who have need by reason of their youth, age, infirmity or disability, poverty or social, ethnic³ and economic circumstances with a view to improving the condition of life for such persons.
- Advancing education
- Encouraging economic and social employment

At its core this is about building relationships with the local young people to help them develop and fulfil their ambitions, and to give them confidence for life ahead. Being relational, it will take time and continuity both in terms of intent and personnel.

2.3 Organisation and resources

For the past ten years or more St Michael’s Church, working with other churches in the area, employed a part time Youth Worker supported by a volunteer team drawn from the church communities serving the needs of the church youth community.

For the Sandhurst Youth project it is proposed to employ an experienced Youth Worker who will spend approximately 2/3 of their time working with the wider community of young people in Sandhurst, and about 1/3 of their time continuing the existing work with the church.

Experience from Phase 1 of the Sandhurst Youth project has demonstrated that it is difficult to sustain the community based work based purely on one full time worker – there are issues of resilience and also safeguarding risks which mean that for much work two trained individuals are required.

This plan is based therefore on not only the employment of a full time Youth Worker, but that additional individuals with youth work experience drawn from the known pool of experienced Youth Workers living in the area, and from neighbouring Youth Work organisations who have expressed willingness to help Sandhurst Youth become established.

2.4 Aspiration

It is not uncommon to view young people as problems to be solved or victims in need of charity – this is not our view! Sandhurst Youth sees young people as valuable members of society deserving our appreciation and encouragement⁴. Some of its aspirations include:-

- Wanting young people to be at the heart of all we do, harnessing the experiences they have had and using them to shape services that really work for them;
- Wanting to focus on the young person rather than their problems, and challenge all young people to be the best that they possibly can be;
- Wanting to create a different kind of language when talking about and to young people leaving negative, stereotyping behind, and letting young people become the central characters in their own stories;
- Wanting to gather and disseminate the right kind of information about young people – data that focuses less on their ‘needs’ and more on their abilities, goals and potential;

³ We have a significant Nepali and Traveller population within the town

⁴ Based on “[Advantage Thinking](#)” a new way of looking at Youth Work

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- Wanting to create fundraising and marketing techniques that present young people and their aspirations in a positive light that attracts support;
- Wanting to promote intelligent investments in services that enable young people to build thriving lives rather than moving them on when the immediate crisis is stabilised and leaving them to ‘cope’ with any disadvantage;
- Wanting anyone working with young people to have the skills to identify, nurture and promote young people’s talents and aspirations;
- Wanting to challenge ourselves and others by joining together to create a new future with and for young people in Sandhurst.

2.5 Vision for St Michael’s church youth

In the context of the work within St Michael’s church the church purpose is: To Know God for ourselves, Grow as individuals and as a Church and Show God’s love in the world. In that context the stated mission for the youth work is to ‘To enable young people to commit to a full and fruitful life in Jesus’. This is based in three core principles:

- To care about the welfare of young people because they are worth caring about!
This should motivate us to...
- Enable them to experience a personal relationship with God
- To disciple them to be not just believers, but followers of Christ.

We will know we are getting it right when we see the desired fruits in their lives:

- For the young people to be earnest and sincere disciples of Jesus Christ. Not simply believers but genuine followers.
- For the young people to grow and mature in spiritual understanding and wisdom
- For the young people to embrace their church community. To see it as something to be part of, as something to contribute to.
- For the young people to reject a consumer-like attitude to church and spirituality but understand that church is about what you put into it.
- For the youth to develop a mutual love and respect for one another and for the world around them.
- For the young people to have fun in a positive way.
- For the young people to be excited about prayer and studying the Bible.
- For the young people to be a witness to the gospel in all the things they do and say.

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3 Background

3.1 Demographics

The 2011 Census⁵ gives the following data on the numbers of young people aged 10-20 in the town:

	Sandhurst Central	Little Sandhurst	College Town	Owlsmoor	Total
All Usual Residents (Persons)	5,017	5,857	6,300	5,116	22,290
Age 10 to 14 (Persons)	266	562	365	321	1,514
Age 15 (Persons)	63	191	77	65	396
Age 16 to 17 (Persons)	108	479	147	154	888
Age 18 to 19 (Persons)	93	216	149	118	576
Total 'Young People'	530	1448	738	658	3374
Young People as a % of population	11%	25%	12%	13%	15%

Whilst the population predominantly identifies as White; English/Welsh/Scottish/Northern Irish/British Persons (~90%), there is known to be a significant Nepalese population⁶ (4.2%), centred principally in College Town (9%).

3.2 Identifying needs

Sandhurst Youth, as a joint project between the town council and the church, is intended to serve two distinct, but complementary, needs.

For the community based work with the young people of the town it will be to understand their aspirations and needs, and to seek to serve these drawing on the facilities and services of the many resources available in the town and borough (see below).

For the church based work, it will be to work with the volunteer team to encourage the young people in their Christian faith working with the young people themselves, and their families.

3.3 Other local provision

There is currently a range of provision for young people in the town⁷:

Bracknell Forest Council	The Youth Work now provided by BFC ⁸ is substantially reduced from what used to be available. It used to include 1- 1 work and small group work through referrals from other agencies, and a small range of arts/music/craft activities based on the Spot – it does not include “Open” or detached work.
Sports facilities	Sandhurst Sports Centre (Owlsmoor) has been transferred to Sandhurst School ^[DaLP1] <ul style="list-style-type: none">Indoor including gym facilities, 5-a-side football, Basketball, Badminton and archery;

⁵ Figures from [ONS Neighbourhood Statistics](#)

⁶ Figures quote are persons identifying as “Other Asian” in the 2011 Census, and will therefore be an overestimate of those identifying as of Nepalese origin.

⁷ See [full list for BFC area](#)

⁸ See <http://www.xpresionz.co.uk> for more info.

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	<ul style="list-style-type: none"> Outdoor including all-weather pitch, and hard court area for tennis, 5-a-side, netball etc. <p>Memorial Park</p> <ul style="list-style-type: none"> sports pitches and tennis courts adventure play area skate park multi-user sports pitch that can be used by schools and groups for basketball, roller hockey, skating etc. <p>Sandhurst Town Football Club (boys & Girls) Sandhurst Tennis club, Tug of War RIOT Squad (general fitness and running) Guildford Basketball Club (Owlsmoor) Water sports (Horseshoe Lake)</p>
Uniformed Organisations	<ul style="list-style-type: none"> Scouts and Guides Silver Band Community Brass Band Corps of Drums
Churches	<p>St Michael’s (Anglican)</p> <ul style="list-style-type: none"> Youth Groups (x2) Sunday morning activities <p>St Georges (Anglican)</p> <ul style="list-style-type: none"> Youth Group <p>Kerith (Sandhurst)</p> <ul style="list-style-type: none"> Sunday evening youth drop in (planned)
Youth organisations	<ul style="list-style-type: none"> Berkshire Youth⁹ – mainly activity based including periodic work in the Spot V4Y¹⁰ – Yateley based drop-in centre Hopezone¹¹ – Youth club plus activities in Edgbarrow school Soulscape¹² – Wokingham based – includes “Mind the Gap” programme for Yr 6 transition to senior schools.

3.4 Legislative framework

There is a basis for youth work in statute and statutory guidance¹³. Delivery of the statutory requirements is the responsibility of Bracknell Forest Council.

The legislation that supports youth work is described in detail in the Statutory Guidance on Section 507B Education Act 1996 published in March 2008. This statutory guidance sets out the requirements for local authorities to provide youth work in three areas: positive activities, decision making by young people, and 14-19 learning.

BFC conducted a cost saving review of the services in 2012 focusing resources principally on vulnerable or at risk young people, with less provision for young people in general¹⁴.

A further review was carried out in 2016 – further details are being sought.

⁹ See <http://www.berkshireyouth.co.uk/> for more info

¹⁰ See <https://www.vision4youth.org.uk/> for more info

¹¹ See <https://www.crowthornebaptist.org.uk/hopezone-and-zone6> for more info

¹² See <http://soulscape.org.uk/> for more info

¹³ A fuller description of the requirements is [published by Fair Play](#)

¹⁴ See [Youth Service Review Full Equalities Impact Assessment Report](#)

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4 Services to be provided by ‘Sandhurst Youth’

4.1 Services to young people generally

It is envisaged that in Phase 2 the work in the community will be based on three main strands of work:

- Detached Youth Work - In its purest form, detached youth work is a form of street-based youth work, which operates without the use of a centre and takes place where young people "are at" both geographically and developmentally¹⁵. The objective is to build contact with young people and assess their needs and priorities, particularly minority groups and among the more marginalised of the town.
Experience from Phase 1 has shown this works well in the summer, but that the numbers of young people reached in the winter months is limited, and what they want is a place to “hang out and chill”. To meet this need it is envisaged that we will seek to provide a “Youth Space” over these months, appropriately staffed to meet this need. This work is both about encouraging young people to utilise existing provision in the area, and delivering informal and social education addressing whatever needs are presented to or perceived by the youth worker.
- Schools work – both with individuals and with groups, working in close collaboration with the staff and dovetailed into the timetable, particularly in Sandhurst School. This work will probably entail both one-to-one work with selected young people, and broader group work. The established contacts in Edgbarrow, working closely with Hopezone, will also be pursued.
- Project work – the precise nature and extent of this will be determined both by what the young people need (as determined during the detached and schools work), opportunities presented via the partner organisations (including STC organised events), and the availability of resources (financial and human). It could include:
 - Establishing a core programme of sporting activities linking with existing sports facilities/clubs and school facilities (eg tennis, football, basketball, etc);
 - Establish annual programme of leisure activities based from existing community facilities (eg “Gaming day” ...);
 - Establish a framework for Information Advice & Guidance for young people covering a range of issues such as health & wellbeing, sex and relationships, finance, training / college, life skills, employment & housing etc.;
 - Events organised jointly with:
 - BFC Youth team and Berkshire Youth
 - Other local youth teams¹⁶

¹⁵ Detached Youth Work is a model of youth work practice, which takes place on young people’s own territory such as streets, cafes, parks and pubs at times that are appropriate to them and on their terms. It begins from where young people are in terms of their values, attitudes, issues and ambitions and is concerned with their personal and social development. It is characterised by purposeful interaction between youth workers and young people and utilises a range of youth and community work methods” *Thinking on your feet*, The Prince’s Trust

¹⁶ Includes: Vision 4 Youth (Yateley); YFC Camberley; Hopezone (Crowthorne); Soulscape – WASCWT (Wokingham)

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4.2 Services to young people registered with St Michael’s and other churches

Maintain and extend the existing church based activities for Youth:

- Building on current groups and activities
- Developing the volunteer base with appropriate training etc.
- Enabling young people to be full members of the church community, encountering Jesus, and growing in their faith
- Developing a more relational approach walking alongside the young people.
- Encouraging parents to take responsibility for the faith journey of their young people

4.3 Work with other stakeholders

The vision of Sandhurst Youth cannot be achieved in isolation – it will require engagement with all the various groups and organisations which serve young people in the town.

Initial contacts during Phase 1 have established that there is a level of support for Sandhurst Youth, but with the exception of the work in Sandhurst School, no formal relationships were established.

In Phase 2 we intend to explore in more depth how all the various parties can best work together to support the young people even better, and all buy in to the vision of “Every young person, equipped with a dream”.

4.4 Facilities

All work will be done from existing facilities and no new permanent provision is anticipated at this time.

During Phase 1 conversations have been held to determine the availability of suitable premises including the Spot, space in the Sports Club, the Day Centre, and the various church’s facilities. Of these, the Sports club probably offers the most central location with potential as a drop-in location for winter months.

4.5 Corporate development

During Phase 1 the potential corporate structure for establishing Sandhurst Youth as an independent charity have been explored.

It is proposed that we would set up a Charitable Incorporated Organisation¹⁷ (CIO) with governance provided by trustees initially nominated by STC and by St Michael’s church.

A number of key issues have been identified requiring further detailed work in Phase 2 including:

- Defining the governance structure, number of trustees, nomination rights etc;
- Defining the ethos of the charity in a manner acceptable to both STC and St Michael’s church as the two founding organisations;
- Creating mechanisms to move engagement of STC and St Michael’s beyond simple “reporting requirements”;
- Clear mechanisms for conflict resolution in the event that STC and St Michael’s church develop strongly differing views for the direction of Sandhurst Youth.

These will be developed and discussed with the stakeholders prior to formation of the CIO which is anticipated in late 2018.

¹⁷ For further guidance see [Charities Commission Guidance CC22a](#)

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Appendix 1 – Job Description and Person Spec.

JOB DESCRIPTION

POST TITLE: Community and Church Youth Worker

REPORTS TO: ‘Sandhurst Youth’ Steering Group

PRIMARY JOB FUNCTION

Community focus (approx. 2/3 time)

To work with young people of Sandhurst by:

- Making contact and establishing relationships with young people, focusing on the young person rather than their problems, and challenging all young people to be the best that they possibly can be;
- Encouraging and enabling young people to participate in a range of personally challenging activities;
- Enabling access to information and personal support, which enables young people to develop the confidence and skills to become creative, active and thoughtful participants in the wider community;
- Enabling young people to achieve their potential and succeed in education, training and employment by facilitating 1:1, group work and structured programmes. Where appropriate to support parents and carers of young people in partnership with other agencies;
- To work closely with schools, and other youth organisations in Sandhurst to build links that allow access to provide the range of activities needed by the young people;
- Communicating widely with all the different stakeholders, creating a different conversation when talking about and to young people leaving negative, stereotyping behind, and letting young people become the central characters in their own stories;

Church focus (approx. 1/3 time)

To work with young people of St Michael’s church (and other local churches by arrangement) to:

- Extend and deepen the work with young people within the church;
- To support the volunteer Youth Team in their role in the pastoral care and spiritual development of the young people;
- Encourage the young people to grow in faith and play a full part in the life and worship at St. Michael’s;
- To equip and encourage the young people to reach out to their peers outside the church with the gospel.
- To work with the church leadership in developing the youth areas of the church mission.

Development focus

- To support the Steering Group in establishing ‘Sandhurst Youth’ as an independent charity by September 2018.

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DUTIES AND RESPONSIBILITIES

As the Community Youth Worker you will be required to work in a range of settings, this includes youth settings, parks, streets and estates, schools, and voluntary agencies in order to:

1. Engage with the young people to build a comprehensive understanding of their aspirations, goals, needs and potential;
2. Lead the development and delivery of a programme of imaginative activities, accessible to all who wish to become involved, encouraging the active participation of young people in developing their skills, aspirations and understanding of others and the world around them;
3. Facilitate young people’s learning and their personal and social development;
4. Respond to individual and group needs, which include issues affecting young people, promoting Respect, Responsibility and an understanding of the Rights of all;
5. Negotiate on behalf of the young people to secure facilities suitable for the activities for young people;
6. Involve young people in the decision-making processes whereby individuals and groups take on responsibilities for themselves and others in their project and the wider community.
7. Facilitate the creation of effective communications in a variety of media which enable young people to become the central characters in their own stories;
8. Build relationships with the leadership of all the various organisations working with young people in Sandhurst to work together for the good of the young people;
9. Comply with individual responsibilities for staff, volunteers, and young people, in accordance with work role, for health and safety;
10. Follow Child Protection and Safeguarding Guidelines and report any concerns using the correct procedure;
11. To keep accurate and up to date records of work undertaken and outcomes achieved.
12. To contribute to the development of a positive culture in ‘Sandhurst Youth’ that promotes mutual respect and good professional behaviour.

As Church Youth Worker you will be required to work in a church context and settings to:

13. Play a full role in the life of St Michael’s church and regularly attend Sunday services (3 Sundays a month minimum)
14. To develop with the Youth team, in consultation with the Rector and other stakeholders, a varied youth work programme in line with the Youth Work vision;
15. To be involved in the running of the groups, planning the sessions, communicating with the young people, and working with the volunteer team to deliver the programme;
16. Meet regularly with the volunteer leaders of the youth work;
17. Develop and train volunteers, including older teens, to lead;
18. Encourage the spiritual growth of all young people in the church and to work closely with parents/guardians in the spiritual nurture of their children;
19. Support the young people at important transitions, notably as they leave home for university or similar, encouraging their involvement in the wider church;
20. Develop a mission strategy with the young people in the church;
21. Represent the needs and views of the young people to the PCC;

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22. Meet regularly with the Rector and those involved with children, families and young people work;
23. To develop links with other churches in the area and deanery to expand the base of youth activities available to the young people in the church;
24. Fulfil any other responsibilities deemed appropriate by the Rector and line manager, or undertake projects as directed;

In addition you will be expected to:

25. To use and assist others in the use of IT and Social Media to carry out duties in the most efficient and effective manner;
26. To support the Steering Group in setting an appropriate budget, regularly reporting on the financial health of ‘Sandhurst Youth’;
27. To support the Steering Group in the development of necessary procedures and policies to enable ‘Sandhurst Youth’ to operate as an independent charity.
28. To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the line manager.

REQUIRED STANDARDS

The post holder is expected to be committed to the Sandhurst Town Council's core values of public service, quality, equality and empowerment and to demonstrate this commitment in the way they carry out their duties.

The post holder is expected to be committed to the beliefs and practices of the Church of England, to personally profess a mature Christian faith as the foundation of their work and life, and to conduct themselves in a way which sets a good example of godly life and humility.

In addition they will:

- Ensure all the services within the area(s) of responsibility are provided in accordance with the Council's and PCC's commitment to high quality service provision to users.
- Ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation.
- Carry out duties and responsibilities in accordance with the Council's and PCC's Health and Safety Policy and relevant Health and Safety legislation.
- At all times carrying out responsibilities/duties within the framework of the Council's and PCC's Equal Opportunities Policy.

POSTHOLDER'S AGREEMENT

I confirm I have read, understood and accept the above Job Description

Name	
Signature	
Date	

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PERSON SPECIFICATION

The person specification is a picture of skills, knowledge and experience required to carry out the job.

You should demonstrate on your application form how you meet the following essential criteria.

	EDUCATION and EXPERIENCE
E1	A JNC Professional qualification in youth and community work, Level 4 or equivalent relevant qualification in social work or education.
E2	Candidates must have significant experience of working with young people and families in both a detached and schools youth work setting, and in a church context.
	KNOWLEDGE, SKILLS and ABILITY
K1	<p>Knowledge and understanding of the personal, social and development needs of young people living in a town like Sandhurst.</p> <p>Candidates must demonstrate their understanding of the issues that impact on the lives of young people, including vulnerable and disadvantaged groups, and how these shape their hopes and aspirations for life.</p> <p>They must demonstrate knowledge of the risk and protective factors that impact on drug use, crime and anti-social behaviour.</p>
K2	An ability to assess the aspirations and needs of young people, and to empathise and support the aspirations;
K3	An ability to develop plans and activities with the young people, including individual activities and structured programmes of youth and personal and social education work;
K4	Knowledge of support services and experience of engaging young people into community based youth interventions;
K5	Experience of involving parents in interventions, in order to improve outcomes for young people;
K6	Experience and knowledge of developing evidence based approaches to improving young people’s behaviour. Candidates must demonstrate that they are able to support and provide young people with opportunities to engage in and access a range of accredited opportunities.
K7	An ability to form and maintain appropriate professional relationships and boundaries with service users.
K8	Experience of working effectively with other professionals in order to safeguard young people.
K9	An ability to communicate effectively verbally, in writing, and on social media and to enable young people to tell their own stories.
K10	Ability to use IT for word processing, data collection, social media and email to produce reports, creative communications and accurate records of work undertaken.

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	CHRISTIAN FAITH
C1	Articulate a mature Christian faith, in sympathy with the Church of England, and able to work with a breadth of church styles.
C2	Express a keen desire to see young people have a personal relationship with God and to grow in their faith.
C3	Demonstrate their Christian faith in daily life as an example of godly life and humility.
	PERSONAL QUALITIES
P1	Display good inter-personal and communication skills and demonstrate listening skills.
P2	Plan and manage own time, be organised, self-motivated and able to work alone;
P3	Be a team player, enabling others, and open to receiving support;
P4	Demonstrate self-confidence, self-awareness, and the ability to respond appropriately to criticism;
P5	To demonstrate a commitment to anti discriminatory policy and practice
P6	Ability and willingness to work flexibly outside normal office hours, including evening and weekends, as required.
	E1 SPECIAL REQUIREMENTS
S1	This post requires an enhanced level of Disclosure and Barring Service (DBS) check.