

Section 9

Safe Recruiting

Choosing people for work with children

This section gives guidelines on what needs to be done in recruiting and appointing workers, paid and volunteer. It is based on 'Safe from Harm', the code of practice issued by the Home Office, as endorsed by the House of Bishops' Policy Statement on Child Protection in the Dioceses.

The section is for the Incumbent and PCC and all those with responsibilities for appointing paid and volunteer workers with children in the name of the Diocese of Birmingham.

It also has implications for the appointment of people in positions of responsibility with vulnerable adults.

This section should be read in conjunction with Section 11 of the Criminal Records Bureau (CRB) and Appendices B, C, D, E & F.

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9.1 A reminder – ‘Safe from Harm’ guidelines

Safe from Harm is a Code of Practice published in 1993 by the Home Office, addressed to voluntary organizations in England and Wales. It asks such organizations to safeguard the welfare of the children and young people in their charge by considering the issues raised by each of the following statements of principle, and then reviewing their policy and practice in the light of their circumstances. In particular, organizations are asked to:

- 1. Adopt a policy on safeguarding the welfare of children.**
- 2. Plan the work of the organization so as to minimize the situations where the abuse of children may occur.**
- 3. Introduce a system whereby children may appeal with an independent person.**
- 4. Apply agreed procedures for protecting children to all paid staff and volunteers.**
- 5. Give all paid staff and volunteers clear roles.**
- 6. Use supervision as a means of protecting children.**
- 7. Treat all would-be paid staff and volunteers as job applicants for any position involving contact with children.**
- 8. Obtain at least one reference from a person who has experience of the applicant's paid work or volunteering with children.**
- 9. Explore all applicant's experience of working or contact with children in an interview before appointment.**
- 10. Find out whether an applicant has any conviction for criminal offences against children.**
- 11. Make paid and voluntary appointments conditional on the successful completion of a probationary period.**
- 12. Issue guidelines on how to deal with the disclosure or discovery of abuse.**
- 13. Train paid staff and volunteers, their line managers or supervisors and policy makers in the prevention of the abuse of children.**

9.2 Introduction

As Christians, we believe we should be able to trust one another. It makes us uneasy if there is a suggestion that we cannot rely on the good name of church people. Asking people to be checked in their application for work may put some people off. The procedures may feel like an extra burden for overstretched leaders.

We have to weigh all this against our duty to prevent unsuitable people from working with children – their welfare and needs come first. We know that some adults in church can and do abuse their position of trust. A thorough and open way of recruiting and appointing workers may in itself act as a deterrent to potential abusers. Even when everyone is checked, we must never become complacent.

At this point it is useful to remind ourselves of the law:

The Criminal Justice and Court Services Act 2000 (CJCSA) establishes 2 new offences:

- first, it is illegal to knowingly apply for a post (paid or otherwise) to work with children or vulnerable adults if one is prohibited from doing so by criminal conviction or other disqualifying behaviour;
- second, it is an offence to recruit anyone to work with children or vulnerable adults who is a Schedule One offender or otherwise disqualified from such work (see Appendix N).

The latter clearly acts as an incentive to recruiters in this field to use the service offered by the CRB. Failure to use the service could render an employer liable to a claim in the civil courts if a child or vulnerable adult was abused by someone about whom it could be shown that the CRB had, at the time of their appointment, evidence of their relevant disqualification.

9.3 Safe recruiting – House of Bishops' Policy 2004

One of the ways that children and young people are protected from harm is to take care over the way adults are appointed when they are likely to have contact with children. Those included in this procedure will include:

- all clergy who have the freehold, hold the bishop's licence or permission to officiate;
- all ordinands before they are presented to a bishops' selection conference;
- all Accredited Lay Workers and Readers who hold the bishop's licence or permission to officiate;
- any other leaders in the church whose office of trust gives them the opportunity or the expectation that they might have regular or unsupervised contact with children;
- those people who as part of their job supervise those working with children, young people or vulnerable adults;
- the parish child protection co-ordinator;
- all people employed by the diocese, cathedral or a parish who work with children or who may come into regular and direct contact with children during their work;
- all volunteers who work with children or who may come into regular and direct contact with children during their activities; this will include adult members of mixed age activities such as, bell-ringers, choirs, servers;
- members of religious communities and similar bodies who have contact with children as part of their ministry.

People in positions of leadership or those who have access to church premises but are not deemed to have regular contact with children should be asked to supply a Basic Disclosure from the Criminal Records Bureau (when this becomes available). This disclosure will show all unspent convictions including all offences against children.

9.4 Equal Opportunities and the Human Rights Act

Equal opportunities at work are important. The diocese and diocesan organizations must comply with the law, respect the human rights of employees and volunteers, make effective use of human resources, and, wherever possible, adopt and offer an example of good employment practice. An Equal Opportunities policy that is clear, consistently applied and monitored plays an important part in achieving these goals.

The law forbids discrimination in employment on grounds of disability, ethnic origin, gender, marital status, or criminal record where convictions are 'spent'. The Human Rights Act addresses discrimination based on sexual orientation, religion or age, and should be included in the Equal Opportunities policy as a matter of justice, as well as good practice. Employers are responsible for discrimination by their employees and by agents acting on their behalf. Discrimination may be direct, indirect, and/or built into the system or institution (see Section 1.2 for a definition of racism). Note that the appointment of Beneficed Clergy and those holding the Bishop's Licence or permission to officiate is subject to Canon Law. Processes for such appointments are addressed in detail in House of Bishops' Policy 2004.

When a person is recruited for any post which involves work with children or young people, in whatever capacity, paid or voluntary, it should be made clear that candidates' suitability, and unsuitability, for this work will be assessed. Applicants must be asked to disclose any relevant matters in confidence, and must understand that they will only be appointed on receipt of a satisfactory disclosure from the CRB.

The fact that a conviction is spent does not mean that the offence can be excluded for the purposes of safe recruiting. It may still be "disqualifying behaviour" – see 9.2 above, and Appendix N.

9.5 A quick guide to the appointment process

Those responsible for the appointment should follow the principles outlined in *Safe from Harm* when seeking to appoint to a post involving direct contact with children and young people.

Prospective appointees [paid or voluntary] should:

- be regarded as job applicants and have a defined role;
- complete an application form;
- name two referees; one of which should be from the current employer or previous church;
- complete a "Confidential Declaration" form;
- have an appropriate interview.

If the decision is to appoint, the appointee should:

- provide a disclosure at the appropriate level from the Criminal Records Bureau;
- be offered the post subject to a probationary period;
- have the appointment confirmed in writing by the authorising body;
- be formally commissioned for their role.

House of Bishops' Policy 2004

9.6 The stages in recruitment and appointment

Ultimate responsibility for safe recruiting of suitable children's workers and youth workers lies with the incumbent. See sections 7.1 and 7.5 for more details of the process and the roles.

There are 5 stages in making appointments to posts involving direct contact with children and young people. These mirror the procedures used in business and commerce.

The Guidelines in *Safe from Harm* mark out clearly the stages involved.

STAGE 1

Guideline 5: Give all paid staff and volunteers clear roles.

Guideline 7: Treat all would-be paid staff and volunteers as job applicants for any position involving contact with children.

Before any appointment is made – whether paid or voluntary – the PCC or appointing group should be clear what exactly the person is being asked to do. It may be useful in the case of, say, a youth work post to consult people who have done the job in the past, young people themselves, other agencies in the area working with young people, and parents. Each conversation will contribute information which will build a broader picture about **what is needed**. NB: The job must be assessed to see whether it needs a Disclosure from the CRB and, if so, at which level (see Section 11 part 2).

This information can be put into a job description which should include:

- Job title
- Summary statement of the main purpose of the job
- Person to whom the worker is responsible
- People who are responsible to the worker concerned
- Main duties of the job
- Terms and conditions of the job

Added to this, it is useful to write a person specification for the kind of person required to do the job. This might include:

- Qualifications
- Experience
- Skills

For volunteers' work, there may not be a large number of interested people, but it is still important to bear in mind the issues outlined above, and to consider the following factors:

- previous experience of working with or looking after children and young people
- willingness to undertake training if they have no experience in a relevant field
- respect for the race, religion, heritage, culture, language, gender, and abilities of the children in their care
- reasonable health, mental stability, integrity, and flexibility
- no previous convictions relating to children
- no previous convictions relating to violence towards adults.

NB Advertising and CRB Disclosure

If the job needs the person to have a CRB Disclosure, this must be made clear in the advertisement. If you are making the need known around the church by word of mouth, then make sure people know about this requirement as you spread the word. The Code of Practice of the CRB says that people applying for jobs must be told at the advertisement stage that the job requires a Disclosure. Similarly, if someone offers to work with children or vulnerable adults, they need to be told that, if selected, the good practice of the church requires them to apply for a Disclosure. See 9.9 for an example of an advertisement for a paid worker.

STAGE 2

Guideline 8: Obtain at least one reference from a person who has experience of the applicant's paid work or volunteering with children.

Take up two **independent** and confidential written references (see Appendix F) – one of these should ideally be from a person who knows the applicant well in a similar position to the one you are trying to fill. If the person you are going to interview does not normally attend your church, ask the minister or a senior leader at the church they attend for a reference. If they have moved to your church in the past 5 years, ask their previous church for a reference. It is not appropriate for members of the candidate's family (including spouses or partners) to be given as referees.

If the applicant has no experience of working with children, their referee should be a reputable person who can comment on their character and relationships with others. Vague or ambiguous replies should be followed up in person or by telephone.

For key posts, a telephone conversation with the written referee is recommended since it may provide additional useful information not evident from the written reference.

References should always be taken up in written form and kept in a safe place.

STAGE 3

Guideline 9: Explore all applicant's experience of working or contact with children in an interview before appointment.

At least 2 people should interview the candidate and should explore the candidate's experience with, and expectations of, working with children. The questions should be searching if there are things in the application form that are not clear or where there are unexplained gaps. The tone of the interview should be positive and supportive.

Those who are involved in interviewing should be the same people involved in short-listing. Thought should be given to how many interviewers would be appropriate; always have mixed gender (unless interviewing for a post like a girls' project). If the post involves work with members of the black community, or is likely to attract applications from the black community, then the panel should include representatives of the black community (see the section on Equal Opportunities). It is, however, preferable for all appointments to, if possible, have a panel which reflects our multi-racial community.

Questions should be agreed in advance, and each candidate asked the same questions. The questions should relate to the job description and person specification. Any subsequent questions should be for the purposes of amplifying and clarifying answers. Write down, prior to the interview, what the panel is looking for in answer to each question. This will be useful when it comes to assessing the quality of the candidate.

STAGE 4

Guideline 10: Find out whether an applicant has any conviction for criminal offences against children.

You have decided that you want to appoint the candidate, but the appointment cannot be confirmed until you have established whether or not they have a criminal record in relation to children:

- Ask the person for their completed confidential declaration form (Appendix E). The cover note to that form outlines the legal position: for children's work, all convictions, however old, which relate to children and young people, must be declared. Information about other criminal convictions should also be given, as these may be relevant to the suitability of the person.
- In the event of any issue being raised in the confidential declaration, this must be discussed with the Archdeacon.
- Keep the confidential declaration with the application form and references in a safe place. You may need to refer to it if the Disclosure from the CRB indicates any cause for concern. In this case the Archdeacon or BCPA may contact you to see if the applicant declared any cautions or convictions which might make them unsuitable to work with children.
- Ask the potential worker to apply – via the office of the appropriate Archdeacon – for a Disclosure from the CRB (see Section 11, Part 2)

NB The CRB Disclosure can only tell you about the person's **unsuitability** to work with children. Stages 1-3 are crucial in helping you assess their **suitability**. Both aspects must be explored.

Do not confirm the appointment until you receive notification of a satisfactory Disclosure from the office of the appropriate Archdeacon . Do not take the word of the applicant that their Disclosure is satisfactory.

If the Disclosure is satisfactory, confirm the appointment and move to stage 5. If the Disclosure indicates some cause for concern, refer to Section 11.

STAGE 5

Guideline 11: Make paid and voluntary appointments conditional on the successful completion of a probationary period.

Having received a satisfactory Disclosure and appointed the person, you should agree an appropriate induction period, during which they familiarize themselves with the work and undertake any necessary training. See Guideline 13.

The purpose of the probationary period is:

- to be assured that the worker is suitable
- to support them, so that they can develop in this new work.

During this period, an experienced leader/supervisor should meet with the new worker regularly and observe them with the children, in order to assess suitability, and to give feedback and support. In the case of a short-term project, like a holiday club, the new worker should work with an experienced leader. On an agreed date, the supervisor and a representative from the PCC (e.g. the Parish Child Protection Co-ordinator) should review their performance with the person. The appointment should be confirmed or terminated, and the PCC notified.

The appointment should be marked during a service of worship, in order to affirm the value of the worker's activity and the support of the congregation. For a volunteer, it is a good idea for the PCC and the worker to sign the Volunteer Agreement – see Appendix F.

9.7 Support and supervision

Guideline 6: Use supervision as a means of protecting children.

Supervision of paid staff

The quality of support and supervision can be the difference between a job being bearable or fulfilling. The workers' experience of the job may well be their judgement of how much they are valued. The purpose of supervision is to enable the worker to do the best job possible.

Non-managerial supervision is a meeting between the worker and a person not line-managing them. This provides space for the worker to focus more freely on problems in the workplace, their own development, and issues which generally affect their work.

Managerial supervision is a meeting between the worker and their appointed line manager, which will focus on the targets, performance and planning.

There can, of course, be crossover between the two, but the main point is that supervision is one means to demonstrate the value invested in the worker.

Supervision is a negotiated agreement between the worker and supervisor, and should include review.

Supervision of Volunteers

Because the people who volunteer usually have little extra time on their hands, it is more difficult to arrange formal supervision. However, this is not an excuse for supervision not taking place at all. Volunteers should know who their supervisor or support person is.

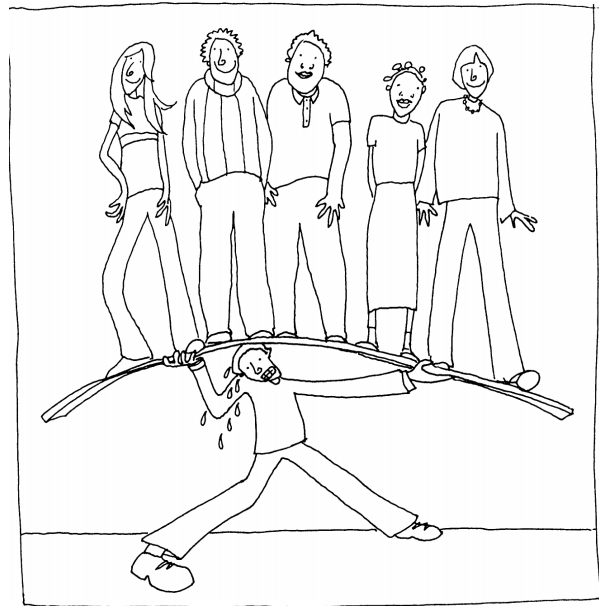
Supervision of volunteers can take place in several ways:

- They can have the opportunity to debrief after a session, and any particular need can be followed up;
- An outside person can drop in on the session to see how it is going and get a feel for any difficulties, problems or achievements that are happening;
- Going to the pub for a drink is quite acceptable. A relaxed atmosphere may make it easier to talk about the work.

There should be an occasion at least once each year when the volunteer can seriously review their work over the past twelve months.

It is important that the volunteer feels they have some stake in supervision, including being able to approach their supervisor if they need some support or guidance.

Peer group supervision can provide support and complement one-to-one supervision.



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9.8 Training

Guideline 13: Train paid staff and volunteers, their line managers or supervisors, and policy makers in the prevention of the abuse of children.

For any member of staff, whether paid or not, ongoing learning is an essential element of their development, to which training can make an important contribution. The purpose of training is to enable the worker to be able to deliver the best service possible. Good quality training will not only contribute to the development of skills to do the job; it is also likely to contribute to personal development. The staff member may well view training as a form of affirmation.

When appointing a paid member of staff, there will be a clear baseline of qualification, whether this is couched in terms of academic qualification and/or experience. Ongoing training should be part of a paid employee's job description. When appointing a volunteer, this baseline of qualification may not be considered in the same way. The reason for this may be to do with the demands put upon time and resources rather than a denial that the role demands a degree of competency.

The appointment of volunteers should be established and reviewed in the same way as that of a paid member of staff. The role should evolve out of a need, i.e. the needs expressed by children and young people, combined with those of the church. The work and the job description develop to meet these needs. In order to meet requirements, a degree of skill and knowledge, combined with appropriate attitudes, is required in the staff.

With the role having been identified, a volunteer accepting a request to fulfill the role, and assuming the procedures for screening have been processed and the job description clarified, there should be a discussion with the volunteer about the support that is available. This should include a reference to training. At this stage it may simply be to say that training is available. Their training needs may not be evident until they have spent some time in their role.

The volunteer or paid member of staff should have the opportunity to talk through their work with their line manager. Part of this dialogue should focus on anything they feel could be strengthened in terms of their skills or knowledge. Similarly, they may have a skill they are good at and would like to develop further.

It is often the case that a parish is fortunate enough to be able to appoint a professionally qualified person to an appropriate role; for example, a teacher may teach the children in a bible group. In such cases, it should not be assumed that they would not need any training. They may find, for example, that they are teaching a child with learning difficulties, an area they are unfamiliar with professionally. Here it would be right to talk through how they might develop skills in order to meet the needs of the child.



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All volunteers will bring skills to a greater or lesser degree. It is important that when they are asked to work with children or young people, they have basic competencies. There are a range of courses run by the Diocese and other agencies. For further information, contact the Bishop's Advisor for Children's Ministry or the Bishop's Advisor for Youth Work (see Appendix A1).

Regular training in child protection in the Diocese includes:

- child protection for volunteers, paid workers and Parish Child Protection Co-ordinators.
- briefings for people responsible for drawing up and implementing the parish's Child Protection Policy, including use of the CRB.
- training for Youth and Children's Ministry.
- ecumenical Child Protection Courses that are run by qualified trainers for all churches in the Diocese (such as Birmingham Churches Together).

For further information on Child Protection Training, contact the Bishop's Advisor for Children's Ministry at the Diocese Office.

9.9 Advertising the job

According to the kind of job that is on offer, there are different ways of advertising. If the job is full-time and paid, it may be worth considering advertising nationally, maybe in national newspapers or in interest magazines. For a part-time job, more local advertising is appropriate. For a voluntary post in the parish, a mention in the parish magazine or some posters on the notice board might be appropriate. Below is a good example of an advertisement.

**St Somewhere Church,
Birmingham**

Full Time Youth Worker

£15,000 - £18,000 (according to experience and qualifications)
+ pension + expenses.

This exciting new position provides an opportunity for a youth worker, with a minimum part-time qualification or equivalent, to work with 11 to 21 year-olds, both within the church and on a detached basis in the local community. A committed Christian, you must have good communication and listening skills. An appointment will be for an initial 3 year fixed term period.

For an application form and job description, please contact
(name.....)
Telephone
E-mail

Closing date for completed applications 12th November 2005.
A residential selection weekend will take place on
26th and 27th November.

This post is conditional on the successful applicant obtaining
an enhanced CRB Disclosure.

Application forms

The Form in Appendix D asks the candidate for the usual personal information and details of any previous experience they have had with children and children's work. It also asks for 2 referees.

If selected for interview, ask them to bring with them a completed confidential declaration form (Appendix E). NB – make sure you give them the covering letter as well.

9.10 Contracts

Anybody engaging a person in paid employment is legally required to provide a contract of employment in writing within three months and to have it signed by both parties.

A contract of employment must contain the following information:

- Name of employer
- Name of employee
- Job title/Brief job description

- Starting date of employment
- Rate of pay
- Hours of work
- Pay period and method of payment
- Holiday entitlement
- Sick pay entitlement
- Pension rights
- Notice of termination of contract
- Place(s) of work
- If temporary or fixed term contract, date when contract is expected to end
- Disciplinary procedures and grievance procedures
- Name of person to whom the employee is responsible
- Name of person to whom grievances should be reported

The AMAZE Employment Manual provides detailed information for Christian organizations, groups and churches on recruiting and appointing volunteers. More information can be reached on www.amaze.org.uk.

9.11 Responding to concerns

Volunteers and paid Staff

There has been over recent years a growth in awareness and knowledge of the need to safeguard children and promote their welfare. Such understanding has resulted in safer practices within children's activities, and leaders/helpers should now be clearer about what is expected of them and what is appropriate and inappropriate behaviour. This change in culture therefore means that if someone appears to be behaving inappropriately to a child(ren), this should be apparent to other helpers, for example:

- Singling out an individual child for special attention
- or
- ignoring parish protocols about giving lifts to individual children
- or
- over familiarity with children
- or
- not following guidance about appropriate physical contact
- or
- undermining children by sarcastic comments
- or
- punitive, impatient, intolerant or scape-goating behaviour towards a child.

i.e. behaviour which breaches boundaries of good practice, and behaviour which does not promote the welfare of children.

Such concerns about a fellow worker can present difficulties in knowing what should be done. These concerns must be addressed in order to take best care of both the child and the helper/leader. The following procedure should be followed.

Procedure

1. The individual should be approached at the outset by fellow workers, and concerns raised.

His/her reaction will inform what happens next i.e. an acceptance of the concerns, a recognition that a change in behaviour is necessary, a reasonable explanation, or a recognition that he/she is under stress and need some time out from the group - this kind of reaction and a change in behaviour will mean no further action.

A defensive response and a refusal to take responsibility for the behaviour which is causing concern would mean that the following actions are taken.

2. Seek advice and support from one of the following:
 - The incumbent
 - The person with overall responsibility for children's ministry
 - The Parish Child Protection Co-ordinator.
3. An action should be agreed about who does what within a timetable, e.g. 1 - 2 weeks max. Such action would be to arrange for a leader to talk directly to the individual about his/her observed or alleged behaviour and seek an explanation.
4. The explanation and response from the individual concerned will inform what happens next, e.g.
 - a. An acceptance of your concern, an acknowledgement of unwitting inappropriate behaviour along with a commitment to avoid this in future will result in no further action. An apology may be appropriate.
 - b. A refusal to acknowledge that the behaviour is inappropriate and no commitment to change will mean that a decision has to be made about the individual's continuing role in the activity. Advice should be sought from BCPA if he/she is not already involved.
5. If the behaviour continues despite the person's assurance of change then this will need to be addressed immediately and a decision made about his/her future involvement in the group. If he/she is to remain involved it will be appropriate to make a time limited contract with them to review progress formally – a three-month period initially could be appropriate.
6. Records of all discussions must be retained confidentially – with copies for the individual. There is no time limit as to how long these should be kept.

However, although these records are retained, once the issue has been satisfactorily resolved there must be an assurance given that the matter is dealt with and is now closed. The individual should feel able to continue their involvement in the sure knowledge that this is not being held against them or affecting another's attitude towards them.

7. **If the issues are not resolved** and the individual decides to leave the church he/she needs to be aware that should they seek further involvement in children's work that in

the interests of children you will **expect them to** share this information with any other church leader, **otherwise you have a duty to do so.**

At any stage in this procedure the BCPA can be contacted for advice and support.

9.12 Mixed age activities

The House of Bishops' Policy recommends that all adults in mixed age activities should complete the Confidential Declaration form and have a standard CRB check.

The decision to incorporate this recommendation results from a growing awareness of the need to take extra steps to safeguard children in group activities where the accepted good practice in child protection may not be in place.

We are advised that perpetrators of sexual abuse are adept at finding ways to get to know children.

Over the past decade it has become much more difficult for such people to find opportunities in youth and children's work – paid and voluntary. As a result, other activities which involve children risk being targeted.

We therefore need to be prepared to take extra steps to ensure we take best care of our youngsters in these activities as well as in our usual children's and youth groups.

One way of achieving this is to put in place a number of ground rules/guidelines for all adults involved in the activity. These will vary depending on:

- The nature of the activity, e.g. is it a worship group, a choir, a team of servers, an occasional drama group, a team of bell ringers.
- The venue where the group meets.
- Whether the other adults in the group include at least one parent/carer of each child who is involved.

Such guidelines are already in place for those working with children and young people who feel this provides clarity of what is expected of them and supports them in their role.

A possible model set of guidelines might include:

St Somewhere Music group
or Drama group
or Team of servers
or Choir
or Bell Tower.

Our group meets on evening/Sundays between e.g. *which times.*

The Leader/Captain/Choir Master is *Contact details*

The Assistant Leader/Deputy is *Contact details*

Code of Conduct

As a group, we want young people to feel welcomed and supported as we learn together/serve our parish etc.

We feel that the input and contribution of young people and their interaction with us adds to the life of our group. We realise we have a collective responsibility for promoting their welfare and keeping them safe. The way we behave towards one another will influence this.

We therefore agree that:

1. We will treat one another, adults and children with respect.
2. We will not ridicule one another's contribution, thus undermining confidence.
3. We will not make suggestive innuendo to others.
4. We will take seriously any worry or concern a child may share with any of us and in such an eventuality we will ensure we talk to the leader of the group and decide what action may be needed.
5. We will avoid private one to one situations with children.
These may include:
 - a. Only giving lifts to a child with specific permission from his/her parent
 - b. Not inviting a child to our home for extra tuition.
 - c. Not meeting with a child on our own outside the group.
6. We will follow Diocesan guidelines concerning physical contact with children.
7. We will be prepared to challenge one another if we are concerned about another's behaviour/actions towards children.

The above are some suggested guidelines. Each group should consider adapting these for its own use. New members should then be given two copies of the statement to sign before joining a group, one of which they keep and one copy retained by the group leader.

The full recruitment procedure, as outlined in 9.6, must be followed for everyone involved in a mixed age group and for specific individuals responsible for coaching/training children, e.g. in musical instruments, singing, ringing bells.

Other adults joining the group should be asked to complete the Confidential Declaration (Appendix E and CRB Disclosure - Section 11).

9.13 Views of children and young people

These views reflect the views of 22 children and young people aged 7-15 years, when asked to reflect on the qualities they wanted in their children's and youth workers.

What young people say

Leaders should be

- Open to listen to us
- Willing to give us time
- Have knowledge of the Bible
- Honest about their own faith

- Prepared and enthusiastic
- Able to take what we say seriously
- Able to plan in lots of variety

Leaders could also be

- Energetic
- Experienced in working with us
- People who enjoy having fun

Leaders don't need to be

- Strong and powerful
- Under 25
- In tune with pop music and fashion
- Rushing and in a hurry
- Good at games
- Good at saying "When I was your age..."
- Quiet
- Disorganized and late
- Not bothered about bad behaviour
- Able to tell jokes and be funny.

Involving children and young people in the appointment process for their workers could make a significant contribution to this process.

Advice about how to effect this is available from the Bishop's Advisor for Children's Ministry and the Bishop's Advisor for Youth Work – see Appendix A1.