

St John
Ambulance



Implementation plan 2007-2012

The national strategy for youth
volunteering in St John Ambulance

inspire • involve • achieve

First published in Great Britain in 2007 by
St John Ambulance
27 St John's Lane
London
EC1M 4BU

020 7324 4270

www.sja.org.uk

Registered charity no. 1077265/1

© St John Ambulance 2007

All rights reserved. No part of this document may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying recording or otherwise, without the prior permission of the copyright owners, except that any member of St John Ambulance may make and distribute copies for use within St John Ambulance.



Strategic plan for St John Ambulance Youth 2007-2012

Vision and mission

The purpose of this strategic plan is to set the overall direction for the sustainable development of St John Ambulance Youth over the next five years, supported where necessary by national policies and objectives to ensure that the organisation pursues its mission and vision cohesively. Our mission and vision for youth development in St John Ambulance are given here.

Vision

We believe in a society where every young person has the opportunity to make a real difference in their community, to speak out on what matters to them and to help others in need of support and development.

Mission

Through a varied and balanced programme of activities, St John Ambulance Youth provides children and young people with developmental opportunities to help them achieve their full potential.

This is done with a firm emphasis on being led by the views and aspirations of our young volunteers and with a commitment to equality of opportunity for every young person who wishes to get involved.

St John Ambulance Youth has used its Youth Charter as a basis for this strategic development. This implementation plan is structured round the six principal entitlements given below.

Youth Charter

We have committed to young people that they are entitled to:

- Youth leaders who are appropriately trained and supported
- A varied and balanced programme of activities, tailored to their needs and wishes
- Participate in the decision-making at unit level and the wider organisation
- Opportunities for achievement, accreditation and celebration of their successes
- A safe, accessible and welcoming environment
- Appropriate support, guidance and resources.

Contents

Vision and mission3

Section 1

Leadership and support5

Our youth leaders inspire and involve our young people. But as we grow as a youth organisation we need more youth leaders and we simply don't have enough. We want to encourage more people to become youth leaders, support them every step of the way and give them useful qualifications.

Section 2

Programme10

Our young people love what they do at St John Ambulance Youth; that's why we have over 26,000 members under 25, learning new skills and growing as individuals each day. Our young people are involved in the expansion of their programme so together we can make sure it meets their needs and wishes.

Section 3

Growth13

We want to give more young people the chance to become a member of the St John Ambulance family. We hope to engage every part of the community, by getting more involved in schools and piloting different types of youth unit.

Section 4

Recognition and accreditation18

We know our youth members and their leaders are amazing and we'd like to reward them by regularly celebrating their success and giving them accredited training which is recognised by employers.

Section 5

Quality assurance21

We like climbing, scuba diving and staying away from home and so do our youth members, which is why we make sure we have robust policies and procedures to keep them safe. We train our staff to keep them in line with the latest thinking on how to work safely with young people.

Section 6

Partnerships23

We want to work with partners from every corner of the community to create new and even more exciting opportunities for our young people. With so many youth members, we are well placed to champion the voice of young people in society. We want to further develop our young people so they can represent both St John Ambulance and each other on a local and national level.

Acknowledgments27

Timeline28

Youth Charter39



Section 1

Leadership and support

This section details how St John Ambulance Youth will develop national minimum standards to address the issues of youth leader retention, training, development and recruitment.

Youth Charter principal entitlement

Youth leaders who are appropriately trained and supported.

Strategic objective 1.1 - Youth leader training

A Every youth leader, whatever their position in St John Ambulance Youth, will receive appropriate training, including an induction programme.

- The Youth Leader Development working group will be formed to revise the St John Ambulance Youth Leader Development Programme (YLDP). The national Youth Development department will write the terms of reference for this working group
- As part of its development work, the Youth Leader Development working group will consider current youth work practices and qualifications.
See also Strategic objective 2.4
- National Headquarters will publish a revised YLDP by December 2007
- From January 2008, every leader will undertake the YLDP within 12 months of starting their role. In 2007, a policy document will be issued to this effect that will provide details of the YLDP
- The YLDP will initially be delivered by the national Youth Training team and disseminated to counties using a cascade system
See also Strategic objective 1.1B
- The Youth Leader Development working group will research the use of external qualifications and recognition for the YLDP
See also Strategic objective 3.3B
- Youth leaders will be informed about both St John Ambulance and external training opportunities available to them.

B The standard training package will be delivered initially from National Headquarters then, as it rolls out, by county volunteer trainers. In 2008, National Headquarters will create a national Youth Training team to support this process.

- The national Youth Training team will be recruited using an open application process
- In January 2008, National Headquarters will produce the application packs and manage the recruitment process
- The national Youth Training team will help deliver a standard training package, which will initially consist of the YLDP. Later there will be supporting modules for specific roles
See also Strategic objective 1.1C
- During the last quarter of 2008, National Headquarters will run a national course to 'train the trainer' for the YLDP. Subject to needs, it will run a similar course in the last quarter of each year
- Counties will be responsible for running the YLDP locally
- A database of trainers for the YLDP will be maintained at National Headquarters. All trainers will be registered and allocated a trainer number
- The national Youth Training team will support county Youth Training teams to run courses in their area.

C During 2008, National Headquarters will create short-course packages for specific roles. These will cover basic requirements associated with specific roles.

- Leader training and development will focus on people management skills
- In January 2008, a working group will be established to develop leadership and management skills training for both leaders and Principal Youth Officers
- By the end of 2008, the Youth Leader Development working group will develop short courses and training packages for specific roles and needs. These may include, for example, how to deal with challenging behaviour, finance matters and promoting inclusiveness
- Individual leaders will have a three-year, competency-based training plan that will include a personal development plan. These short courses will aim to support the personal development plan
- These training packages will be cascaded to counties by the national Youth Training team
See also Strategic objective 1.1B
- Where expert help is needed to develop a short-course package, specialists will be recruited using an open application process. Applicants will need to demonstrate the knowledge and skills needed. Recruitment will be completed by March 2008.

Strategic objective 1.2 - Youth leader support

A *Every new leader will have access to support including a role description, a designated and appropriate line manager and a professional development review. National Headquarters will issue guidance on line management, mentoring and continual professional development during 2007.*

- Every youth leader role will have a standard recruitment and selection process. National Headquarters will issue guidance to support this during 2007, and it will be implemented in 2008
- National Headquarters will publish role descriptions for all county youth leader positions by December 2007
- Youth leader roles will include standard national job titles that are meaningful outside the organisation.

B *Nine paid Youth Development Officers will be recruited throughout the UK, using government regions as the boundaries of their operation. In the longer term, the aim is to have a paid Youth Development Officer in every county. National Headquarters will seek external funding in order to support these initiatives. Youth Development Officers will help to develop this strategy, in particular by:*

- *supporting counties to increase their membership with a focus on equality, inclusion and diversity*
- *embedding and monitoring St John Ambulance Youth's quality assurance processes*
- *supporting the delivery of the YLDP*
- *developing regional partnerships*
- *supporting the current schools programme.*

- The national Youth Development department will consult with the Principal Youth Officers to explore how a paid regional Youth Development Officer could be utilised by youth volunteers in their county or region. Consultation will take place throughout 2007 and be completed by September 2007

See also Strategic objective 1.3A

- Using the information gained from the consultation and the youth strategy document, the national Youth Development department will write a role description for the posts and define reporting lines. This will be completed by September 2007
- The national Youth Development and Fundraising departments will work together to develop a bid submission for 'v' and other potential funders for the nine regional posts. This will take place in September 2007.

C *National Headquarters proposes that each county should identify what administrative support is needed for their Youth team. National Headquarters will issue guidance to help counties with this process.*

- During November and December 2007, each Principal Youth Officer will undertake research in their county to identify what administrative support is required
- During February 2008, the Chief Commissioner Youth will consult county Executive Officers and county Commanders to ensure that each county has nominated someone in their area to offer administrative support to Youth teams.

Strategic objective 1.3 - Governance

A It is assumed that additional responsibilities will result from the implementation of this strategic plan. By 2008, proposals will be developed for a revised structure of youth services to support this change.

- A youth policy group will be formed comprising the Chief Commissioner Youth, Assistant Chief Commissioner Youth and Youth Development Manager. This group will approve policy proposals and other recommendations before they are submitted to the St John Ambulance Management Committee. This group will be appointed in January 2007
- By June 2008, nine volunteer Field Officers will be appointed to complement the work of the paid regional Youth Development Officers and to be the first point of contact for Principal Youth Officers in a defined region. Field Officers will meet quarterly with the youth policy group

See also Strategic objective 1.2B

- A Youth advisory panel consisting of young people and Youth Policy group members will be established by December 2009. This group will support strategic development and projects for young people
- There will be increased workload and responsibility for the national Youth Development department as a result of the ongoing support it will provide counties
- To ensure the continued development and recognition of young people in the organisation, the department will be responsible for making sure the actions in the youth strategy plan are implemented and adhered to
- Appropriate staff positions will be created to reflect these changes.

B St John Ambulance Youth proposes that a young Trustee is appointed in 2007 for a three-year term: this person should be 18–23 years old. National Headquarters proposes that every county has a youth representative on its county Management Board. Further guidance published by National Headquarters in 2008 will support young people's involvement.

- The Chief Commissioner Youth will submit a paper outlining this proposal to St John Ambulance Management Committee in October 2007
- By the end of 2008, proposals will be made to Commanders and Chairs of Council to ensure there is appropriate youth representation at both council and management boards
- By the end of 2008, the youth policy group will produce guidance notes for youth representation and involvement.

C At the annual national Youth Assembly Event, young people will be engaged in the decision-making process and consulted on the strategic plans for St John Ambulance.

- Youth members at both the annual LINKS Conference and national Youth Assembly Event will be consulted and given the opportunity to engage in the decision-making process
- The Youth Development Officer (16–25) and Youth Development Officer (Cadets) will ensure appropriate time for this consultation is given at both the national Youth Assembly Event and national LINKS Conference
- The Youth Policy group and the national Youth Development department will regularly consult with the national Youth Assembly and national LINKS team
- The national Youth Development department will ensure youth representation is part of the process when recruiting for national youth appointments

- Principal Youth Officers will support the active engagement of young people in their county by encouraging youth members to:
 - take part in the county Youth Assembly
 - elect representatives from their area to the national Youth Assembly.

Initial key performance indicators

- *Number of youth leaders trained*
- *Appointment of young Trustee in 2007*
- *Youth representation on county Management Boards and Councils, where appropriate*
- *Percentage of youth leaders who have undertaken professional development review*

Supports the following Every Child Matters outcomes

- *Staying safe*
- *Enjoy and achieve*



Section 2

Programme

This section describes how St John Ambulance Youth aims to enhance and develop its programme of activities for young people while ensuring it remains relevant to the wider issues affecting young people in today's society.

Youth Charter principal entitlement

A varied and balanced programme of activities, tailored to their needs and wishes.

Strategic objective 2.1 - Youth programme

A There will be regular consultation with volunteers to gather their opinions and experiences of the youth programme. This will be done using a variety of methods.

- The national Youth Development department will develop and undertake a number of consultation exercises using appropriate consultation methods, such as emails and questionnaires, to gather specific information on the current youth programme. This process will start in April 2008
- From April 2008, consultation on the current youth programme will take place at the national Youth Conference, Participate Days, national Youth Assembly and LINKS Conference, as well as other appropriate events where a large number of youth members attend
- The national Lead team and the national LINKS team will work with the national Youth Development department to develop consultation strategies with the wider membership, for example using the members website or holding focus days and road shows
- Each Principal Youth Officer will conduct informal consultation exercises in their county to gain the views of young people and leaders on the youth programme. This will start in June 2008 prior to the evaluation of the youth programme in 2009.

B To ensure the programme is fit for purpose, National Headquarters will involve external agencies to scrutinise the strategic plan, branding and all available feedback from members.

- In July 2008, a business plan supported by budget proposals will be prepared by the national Youth Development department with a view to appointing an external agency to review current youth offer
- Subject to budget constraints, an external agency will be appointed in 2010
- The external agency will conduct their review during 2010 and report their findings to the Youth Policy group by September 2010
- The national Youth Development department will implement any agreed actions during 2011 and 2012.

C National Headquarters will adopt a formal three-year review process to ensure the ongoing development of the youth programme so it continues to remain relevant and fit for purpose. The first review will begin in 2009.

See also Strategic objective 4.1B

- In 2009, a Programme Evaluation group will be appointed using an open application process. The national Youth Development department will write the terms of reference for this group
- The national Youth Development department will produce application packs and manage the recruitment process for membership of the group. This will take place during March 2009
- The Programme Evaluation group will consider the information gathered during the consultation exercises and the developments in youth leader training
- The Programme Evaluation group will work with the Competitions working group to ensure continuity of information
See also Strategic objective 2.1D

- The Programme Evaluation group will review the current age groupings for the youth programme

See also Strategic objective 2.3

- The Programme Evaluation group will present a report of their findings to the Youth Policy group by September 2010.

D In 2009, a working group will review youth competitions to ensure they are relevant to the wider programme, strategic plan and remain consistent across the country.

- In May 2008, the Competitions working group will be appointed using an open application process. The national Youth Development department will write the terms of reference for the youth section of the competitions review
- In November 2008, the national Youth Development department will produce the application packs and manage the recruitment process for membership of the Competitions working group
- The Competitions working group will work with the Operations Support department to ensure continuity of information and planning for competitions
- The Competitions working group will present a report of their findings to the Youth Policy group by September 2009.
See also Strategic objective 2.1C

Strategic objective 2.2 - Youth leader programme

A St John Ambulance Youth will develop national leader training materials and publish a three-year support programme.

See also Strategic objective 1.1

See also Strategic objective 2.1C

Strategic objective 2.3 - Age ranges

A National Headquarters will review the age groupings for specific programme areas in 2009.

- The Programme Evaluation group will, as part of its remit, review the current age groupings for the youth programme. This will take place in 2009

See also Strategic objective 2.1C

- Principal Youth Officers will consult with youth leaders in their county about the current age groupings for the youth programme and their suitability. This will take place in 2009
- During 2009, research will be undertaken by the Youth Development Officer (Badgers) and the Youth Development Officer (Cadets) to compare age groupings with other voluntary youth organisations
- The Programme Evaluation group will present a report of their findings to the Youth Policy group by September 2010.

Strategic objective 2.4 - Raising the standard

A In 2007, National Headquarters will publish national minimum standards for youth work in St John Ambulance.

- The Youth Leader Development working group will write the national minimum standards for youth work in St John Ambulance having researched current national standards for youth work in the voluntary and statutory sectors. This will take place in June 2007

See also Strategic objective 1.1A

- A policy document will be written by the Youth Development Manager detailing the national minimum standards for youth work in St John Ambulance. This document will be produced by the end of 2007.

See also Strategic objective 1.1A

B In 2010, St John Ambulance Youth will implement a verification system to ensure a consistent standard of delivery for youth activities. This will include planned county visits to support and monitor current activity.

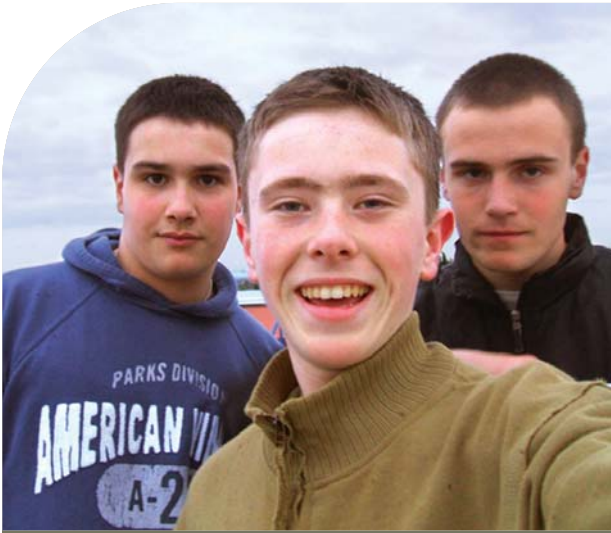
- The national Youth Development department will work with relevant National Headquarters departments to establish a verification system to support and monitor youth activities in counties. This work will start in January 2009 with the first Verification team visits happening in October 2009
- The national Youth Development department will consult with Principal Youth Officers regarding the membership of the Verification teams. This will take place in October 2008
- When appointed, the volunteer Field Officers will form part of the Verification teams.

Initial key performance indicators

- *Evaluation of programme*
- *Percentage of counties visited and outcomes achieved*
- *Percentage of counties working to national minimum standards*
- *Number of consultation exercises undertaken*

Supports the following Every Child Matters outcomes

- *Enjoy and achieve*
- *Make a positive contribution*
- *Be healthy*



Section 3

Growth

This section sets out the planned approach to increase St John Ambulance membership – both adults and young people – in England and to include more young people from a broad cross-section of society, while recognising the need to retain and develop existing members.

St John Ambulance is under-represented in some geographical communities, and needs to recruit members to maintain current membership levels. Young people with disabilities, from ethnic minorities and from all social backgrounds are also under-represented.

Youth Charter principal entitlement

Appropriate support, guidance and resources.

Strategic objective 3.1 - Youth engagement

- A *St John Ambulance Youth will explore links with local authorities to engage with diverse groups of young people, such as through summer activity programmes and holiday clubs.*
- The national Youth Development department will consult with Principal Youth Officers to establish what schemes are currently operated in counties
 - In May 2009, the national Youth Development department will publish guidance and advice for summer activity schemes
 - County Youth teams will work with Schools Liaison Officers to maximise the opportunities offered to young people through local authority summer schemes.
- B *St John Ambulance Youth will explore how it can offer short-term and more flexible volunteering opportunities, and aim for many of these to be peer led.*
- The national Youth Development department will consult other organisations to establish how they offer short-term volunteering opportunities

- The national Youth Development and Fundraising departments will work with the 'V' charity to develop short-term volunteering opportunities
- The national Youth Development department will consult Principal Youth Officers to determine the viability of short-term volunteering opportunities for young people in counties
- The national Youth Development department will develop plans to support different volunteering opportunities, for example after-school projects, summer schools, student volunteering and young carer projects.

C St John Ambulance Youth will evaluate the effectiveness of its youth engagement strategy.

- The national Youth Development department will evaluate the youth audit information from county Youth teams and county Youth Assemblies
- The national Youth Development department will consult with young people to develop a youth engagement strategy
- By December 2008, the national Youth Development department will produce a policy document for youth engagement, using the youth audit and youth charter.

See also Strategic objective 5.1B

D St John Ambulance Youth proposes that its schools' programmes will become the responsibility of the national Youth Development department. The aim is to maximise the opportunities available to young people, to increase potential recruitment possibilities and to embrace the extended schools' agenda by the end of 2008.

- During 2007, the Chief Commissioner Youth and the Chief Commissioner Training and Marketing will agree a development plan for youth and schools

- During 2008, the Operations Director and Training and Marketing Director will agree an action plan for youth and schools.

E As agreed in December 2006, St John Ambulance will continue to support and develop the Cheshire Young Carers project.

- By July 2007, a management committee will be formed to oversee the Cheshire Young Carers Project
- From July 2007, the national Youth Development and Fundraising departments will work together to secure funds for this project.

Strategic objective 3.2 - Youth membership

A In partnership with selected counties, National Headquarters will pilot different types of youth units, for example school units, establishing links with other youth organisations or offering flexible meeting times, such as weekend meetings.

- The Youth Development Officer (Strategy) will identify counties or areas that are already operating different types of youth units
- The Youth Development Officer (Strategy) will consult with Principal Youth Officers to establish suitable areas for trial units
- Using the model developed by Cheshire Young Carers, Principal Youth Officers will undertake a needs analysis for young carer units in their county
- The Youth Development Officer (Strategy) will develop guidance for Principal Youth Officers on piloting different types of units
- The national Youth Development department will work with Principal Youth Officers to target leader recruitment for new youth units
- Principal Youth Officers will be asked to showcase good practice for different types of youth units at the national Youth Conference. This will start in 2009.

B St John Ambulance aims to increase the number of youth members it has. In order to achieve this, National Headquarters will produce annual recruitment targets and develop action plans with all counties in 2010.

- In March 2010, the national Youth Development department will obtain accurate data from counties to ascertain base levels of membership
- The Youth Development Officer (Strategy) will consult with Principal Youth Officers to agree annual recruitment targets
- Principal Youth Officers will develop action plans to achieve these recruitment targets
- The Youth Development Officer (16–25) will consult with young people at the annual national Youth Assembly Event
- From June 2010, the national Youth Development department will publish annual recruitment targets for youth members
- By July 2010, the Youth Development Officer (Cadets) will develop an Internship scheme for youth members to volunteer at national and county headquarters.

C With input from young people, National Headquarters will identify and approach celebrity supporters to champion St John Ambulance Youth.

- The national Youth Development department will consult with young people to gather their views on celebrity supporters for St John Ambulance
- The national Youth Development and Communications departments will work together to develop a list of potential celebrity supporters
- Principal Youth Officers will be encouraged to develop links with local celebrities

- In April 2009, the national Youth Development and Communications departments will work together to establish a Youth Ambassador scheme.

D St John Ambulance will maintain a distinct youth brand embedded in its overall corporate identity.

- The national Youth Development and Communications departments will work together to ensure that the distinct youth brand remains within the constraints of the corporate identity
- The national Youth Development and Communications departments will work together to develop the youth brand and to ensure it remains current and relevant to young people hoping to be involved in London 2012 Olympic and Paralympic Games. This will start in 2009.

E St John Ambulance Youth will use opportunities presented by the London 2012 Olympic and Paralympic Games to enthuse and motivate young people to become involved with the organisation.

- The national Youth Development department will develop a programme of opportunities for young people to volunteer and participate in the London 2012 Olympic and Paralympic Games. This will start in June 2008
- From June 2010, the national Youth Development and Fundraising departments will work together to develop a funding bid to the 'v' charity for youth volunteers for the London 2012 Olympic and Paralympic Games
- The national Youth Development department will work with the national LINKS team and the Deputy Chief Commissioner Operations to develop guidance to maximise the involvement of LINKS members in the London 2012 Olympic and Paralympic Games.

F St John Ambulance will offer access to activities for all youth members regardless of their ability to pay.

- The national Youth Development and Fundraising departments will develop and publish funding application guidelines for young people
- The national Youth Development department will publish bursary information for young people to help them remain St John Ambulance members
- Principal Youth Officers will identify local funding and bursaries that can be used to help young people who wish to become members of St John Ambulance
- Principal Youth Officers will share good financial practices for the recruitment and retention of young people.

Strategic objective 3.3 - Leader recruitment

A By the end of 2008, St John Ambulance Youth will identify where leader recruitment is most needed and how best to prioritise efforts to recruit leaders.

- The national Youth Development department will oversee a needs analysis exercise for leader recruitment which will be undertaken by the Principal Youth Officers. This will take place between July and December 2008.

B National Headquarters will support counties to recruit leaders in 2009 with tools to meet and exceed the targets set.

- Using the information obtained from the needs analysis exercise, the national Youth Development department will develop resources to support the recruitment process. This will start in 2009

- The YLDP will be one recruitment tool
See also Strategic objective 1.1A

- The development of external accreditation for youth leader training will also be a recruitment tool.
See also Strategic objective 1.1A

C St John Ambulance Youth will target potential youth leaders from all sections of the community, including a focus on employer-supported volunteering.

- The national Youth Development department will work to raise the profile of youth volunteering
- By the end of 2007, the Youth Development Officer (Cadets) will produce a policy document addressing volunteering for 16–18 year olds
- The Youth Development Manager will continue to represent St John Ambulance at the National Council for Voluntary Youth Services and work with it on relevant issues for youth volunteers
- Principal Youth Officers will continue to represent St John Ambulance at county Councils for Voluntary Youth Services and other appropriate bodies
- St John Ambulance will work with other appropriate organisations to lobby government for volunteering to be given recognised support time.

D St John Ambulance Youth aims to increase the number of volunteer youth leaders it has. In order to achieve this, National Headquarters will produce annual recruitment targets and develop action plans with all counties in 2010.

- In August 2009, National Headquarters will consult other voluntary youth agencies on targeted recruitment to draw on their experience
- The national Youth Development department will produce national recruitment targets for volunteer youth leaders in June 2010
- Principal Youth Officers will develop action plans to increase volunteer youth leader recruitment by 2010.

Strategic objective 3.4 - Reporting

A In 2009, National Headquarters will implement annual reporting procedures which clearly define what information is required and by when.

- From January 2008, the national Youth Development and Operations departments will work together to ensure that the correct data is requested from counties. They will then work together to evaluate the information collected.

B National Headquarters will continue to provide information on the achievements and celebration of young people for inclusion in the annual report.

- From March 2008, the national Youth Development and Communications departments will work together to ensure that the achievements of youth members are published in the annual report.

C In 2010, National Headquarters will record accurate information and statistics required for youth development as described above in Strategic objective 3.4A.

- The national Youth Development and Operations departments will work together to ensure that the data collection process is accurate and remains relevant.

Initial key performance indicators

- *Increase in the number of youth leaders*
- *Increase in the number of new youth members*
- *Number of short term volunteering opportunities offered*
- *Effectiveness of youth engagement*

Supports the following Every Child Matters outcomes

- *Make a positive contribution*
- *Enjoy and achieve*
- *Achieve economic well-being*



Section 4

Recognition and accreditation

This section sets out how St John Ambulance Youth will ensure its qualifications, training and opportunities benefit young people and their volunteer leaders.

Youth Charter principal entitlement

Opportunities for achievement, accreditation and celebration of their successes.

Strategic objective 4.1 - Programme delivery standards

A In 2008, the national Youth Development department will research what accreditation is available. It will then seek appropriate external partnerships to accredit St John Ambulance's training and development programmes. It will also seek to gain accreditation through the Youth Achievement Award.

- In November 2007, the national Youth Development department will work with a small group of volunteer youth leaders to cross-match the competencies of the current youth programme to those of appropriate lead bodies
- The national Youth Development department will research the benefits and cost for gaining accreditation with ASDAN, the Youth Achievement Award body. This research will start in April 2008
- The national Youth Development department will present a report of its findings on accreditation to the Youth Policy group by June 2008
- In September 2008, the national Youth Development department will produce a policy document detailing the accreditation scheme for the current youth programme
- The national Youth Development department will seek external partnerships to accredit the youth training and development programmes in November 2008.

B By 2010, St John Ambulance Youth programme and training will be consistently delivered to prescribed national standards and, where possible, have external endorsement.

- By September 2009, the national Youth Development department will produce a policy document detailing the links between the current youth programme and external accreditation and endorsement authorities
- Following the evaluation of the current youth programme, any new material produced will detail competencies to match lead-body requirements. This work will start in September 2009

See also Strategic objective 2.1C

- The national Youth Development and Training departments will develop courses and training plans to accredit assessors for the YDLP in line with lead-body requirements. This work will start in October 2008
- The national Youth Development and Training departments will develop courses and training plans to train those responsible for delivering YDLP to a consistent national standard. This work will start in October 2008.

C In 2008, National Headquarters will develop a policy for an accredited prior learning system across St John Ambulance youth programme.

- The national Youth Development and Training departments will develop a policy for an accredited prior-learning system across the youth programme. This will include appropriate recognition of other organisations' training. This work will be carried out during 2008
- The national Youth Development department will map other youth volunteering qualifications, for example those of

Girlguiding UK and Scouts, to St John Ambulance Youth's existing programme, qualifications and awards. This work will start in January 2008

- This accredited prior-learning policy will support the current policy in place for adult members
- By December 2008, the national Youth Development department will produce a policy document detailing the accredited prior-learning system for youth members.

D In order to attract funding, meet standards of best practice and attract new volunteers, National Headquarters propose to have a recognised national standard, such as Volunteering England's 'Investing in Volunteers'.

- The national Youth Development department will approach Volunteering England to explore whether a feasibility study can be undertaken of the current youth programme and activities. This will start in September 2008
- By June 2009, the *National Standard for Youth Volunteering in St John Ambulance* policy document will be written.

E National Headquarters will reinforce acceptance of national standards in its literature, course material and certification to make the transfer process for volunteers within England easier.

- By June 2009, the national Youth Development department will publish a policy document detailing how a youth volunteer may transfer within St John Ambulance. This document will also reinforce the transferable nature of qualifications.

Strategic objective 4.2 - Celebrating and recognising achievement

A In 2008, National Headquarters will publish materials to support every young person having a portfolio to showcase their volunteering with St John Ambulance.

- The Youth Development Officer (Cadets) and Youth Development Officer (16–25) will devise a consultation process, in conjunction with the national Lead team and national LINKS team, to consult with young people about the contents of their St John Ambulance volunteering portfolio. This will start in January 2008
- The Youth Development Officer (Cadets) and Youth Development Officer (16–25) will work with The National Youth Agency and employers to develop the content of the portfolio. This will start in January 2008
- The Youth Development Officer (Cadets) and Youth Development Officer (16–25), in conjunction with the national Lead team and national LINKS team, will write material to support every young person having a portfolio to showcase their volunteering with St John Ambulance. This document will be produced by December 2008.

B St John Ambulance Youth proposes that every county holds a celebration event to showcase young people's achievements and to thank them appropriately for their efforts. In 2009, National Headquarters will issue guidance to support this.

- The Youth Development Officer (Cadets) and Youth Development Officer (16–25), in conjunction with the national Lead team and national LINKS team, will undertake research and issue guidance on good practice for celebrating young people's achievements in St John Ambulance. This guidance will be produced by October 2009

- Principal Youth Officers will be asked to provide evidence of good practice to be included in these guidelines
- Principal Youth Officers will be asked to consult with the young people and youth leaders in their counties to find out how they currently showcase young people's achievements
- At the national Youth Assembly, young people will be asked for their ideas about how to showcase their achievements in the organisation
- The national Youth Development department will continue to provide high-profile events and opportunities to showcase the achievements of young people, including:
 - Buckingham Palace receptions
 - National Youth Assembly
 - National LINKS Conference
 - National Cadet of the Year.

Initial key performance indicators

- *Accreditation process achieved*
- *Percentage of people undertaking external awards*
- *Number of young people's celebration events*

Supports the following Every Child Matters outcomes

- *Enjoy and achieve*
- *Make a positive contribution*
- *Stay safe*



Section 5

Quality assurance

This section details how St John Ambulance Youth will support the development of youth work practice across St John Ambulance and work towards national minimum standards.

Youth Charter principal entitlement

A safe, accessible and welcoming environment.

Strategic objective 5.1 - County planning

A National Headquarters will provide county Youth teams with guidance on developing both their county action plans and the youth development section of the county strategic plan. This guidance will be published in 2007.

- A presentation on county planning will be given to all Principal Youth Officers at the national Youth Leaders Conference in October 2007
- The national Youth Development department will produce guidance notes for Principal Youth Officers in October 2007 on the youth planning framework. These notes will include:
 - the national framework
 - county youth plan
 - youth unit plans
 - individual plans
- A training module on county planning will be developed for Principal Youth Officers and be presented at the national Youth Leaders Conference in October 2008.

B From 2007, each county will undertake an annual audit to monitor its implementation of the youth charter. To support this, National Headquarters will publish guidance in 2007.

See also Strategic objective 3.1C

- The national Youth Development department will write guidelines detailing how counties should undertake the youth audit. These will be produced in July 2007

- Further guidelines and information detailing the process for the 2008 youth audit will be released at the national Youth Leaders Conference in October 2007
- The national Youth Development department will collate all county youth audit information and produce a report to be presented at the national Youth Leaders Conference in October 2008.

Strategic objective 5.2 - Promoting a safe environment

A In 2008, National Headquarters will publish guidance and support materials covering health and safety issues relevant to youth activities in St John Ambulance. This information will be reviewed regularly and updated as appropriate.

- During 2007, the Youth Development Officer (Adventurous Activities) will consolidate existing guidance and policies to ensure high standards of governance in youth activities in St John Ambulance
- The Youth Development Officer (Adventurous Activities) will develop a system for quality assurance monitoring across all youth activities. This will be completed by March 2008
- The Youth Development Officer (Adventurous Activities) will develop partnerships with other youth organisations, for example Girlguiding UK, to share best practice. This will start in March 2008
- By December 2008, the Youth Development Officer (Adventurous Activities), in consultation with the national Health and Safety Adviser, will produce health and safety guidance notes in relation to youth activities in St John Ambulance
- The Youth Policy group will ensure health and safety responsibilities are included in the role descriptions for all youth leader roles.

See also Strategic objective 1.2A

B During 2008, National Headquarters will set standards and develop tools for assessments of the safe use of shared premises by young people.

- The Youth Development Officer (Adventurous Activities) will work with the national Health and Safety Adviser to set standards and develop tools for the assessment of shared premises. This will be completed by December 2008.

Initial key performance indicators

- *Number of audits undertaken*

Supports the following Every Child Matters outcomes

- *Stay safe*



Section 6

Partnerships and raising St John Ambulance Youth profile

This section sets out how St John Ambulance Youth plans to play its role in the voluntary youth sector and, through partnerships, be both a champion for young people and a leading provider of quality opportunities for them.

Youth Charter principal entitlement

Participate in the decision-making at unit level and the wider organisation.

Strategic objective 6.1 - Partnership working

A In 2009, National Headquarters will issue guidance to show how counties can work with schools, colleges and universities both to train young people and as part of a recruitment strategy.

- The Youth Development Manager, members of the Youth Strategy group and the national Training department will work together to develop the schools' strategy. This will start in 2007
- By September 2009, National Headquarters, in conjunction with the national LINKS team, will produce guidance notes for county Youth teams to help them create and maintain positive working relationships with local schools, colleges and universities
- By September 2009, the national Youth Development department and national LINKS team will produce guidance notes for counties to promote recruitment in local schools, colleges and universities
- National Headquarters and the national Lead team will develop relationships with professional bodies in the schools sector and explore accreditation routes, such as with the Qualifications and Curriculum Authority.

B St John Ambulance Youth will work with other youth organisations and, where appropriate, share good practice, as well as training courses and materials, for the benefit of all.

- The Youth Development Officer (Strategy) will identify partnership opportunities with other youth organisations. This work will be ongoing throughout 2008
- The national Youth Development department will develop existing partnerships with the Army Cadet Force, Mencap, Save the Children and the British Youth Council by working on and developing special projects. This will start in January 2007 and be an ongoing piece of work
- The Youth Development Manager will continue to strengthen existing partnerships through the National Council for Voluntary Youth Services
- The national Youth Development department will continue to ensure that youth members of St John Ambulance are represented at high-profile events to promote youth development in and across the organisation.

Strategic objective 6.2 - Taking our seat at the table

A St John Ambulance Youth will strengthen its position as a champion of young people's views. National Headquarters will continue its membership of the National Council for Voluntary Youth Services and the British Youth Council, as well as develop its work with other charity and voluntary sector partners, such as Mencap and students' unions.

- The national Youth Development department will continue to champion the views of young people. This is an ongoing objective
- The national Youth Development department will work with the national Lead team to ensure that the views of young people are

represented at all levels of the organisation and externally. This will start in 2007

- The national Youth Development department will ensure that St John Ambulance continues to be a member of the British Youth Council. This will start in 2007 and be an ongoing piece of work
- The Senior Youth Development Officer will continue to develop our partnership with Mencap. This will start in 2007
- The Youth Development Officer (Cadets) will work with the national LINKS team to ensure our membership of respective students' unions remains valid
- The national Youth Development department will ensure that the views of young people in the organisation are represented on www.sja.org.uk, as well as our in-house publication, *Life*, and other publications
- Starting in 2008, and annually thereafter, the national Youth Assembly will be consulted about the views of young people in the organisation on issues that are pertinent to them. The national Lead team will take these views to the relevant forums for discussion and action, as appropriate

- Annually, the youth audit will be completed by the national Youth Development department and national Lead team. This will help identify and address any gaps.

See also Strategic objective 5.1B

B National Headquarters will ensure that young people have appropriate representation on the relevant national committees.

- In December 2007, the Chief Commissioner Youth will meet with the Chief Commander to discuss appropriate youth representation on committees

See also Strategic objective 1.3B

- In January 2008, the Chief Commissioner Youth will produce a policy document for youth representation in St John Ambulance.

Strategic objective 6.3 - Being part of the St John Ambulance family

- A St John Ambulance will strengthen its international work by hosting an International Cadet Camp in 2009.*
- By May 2007, the International Cadet Camp steering group will be appointed. The national Youth Development department will write the terms of reference for this group
 - The International Cadet Camp steering group will be recruited using an open application process
 - During February 2007, National Headquarters will produce the application packs and manage the recruitment process for membership of the International Cadet Camp steering group
 - The steering group will plan and manage the International Cadet Camp. Its work will start in May 2007 and continue until September 2009.
- B In 2008, National Headquarters will develop a range of gap year volunteering opportunities for young people, including links with other Pories, Associations and JOIN.*
- The Youth Development Officer (16–25) and the Youth Development Officer (Cadets), in conjunction with the national Lead team and the national LINKS team, will:
 - identify gap year volunteering opportunities
 - develop and publicise guidelines for gap year volunteering opportunities
 This work will start in January 2008.
 - The national Youth Development department will, through JOIN, develop volunteering opportunities for young people.

Strategic objective 6.4 - Corporate engagement

- A To further its youth development work, St John Ambulance Youth will seek external support through corporate engagement, funding and sponsorship.*
- The national Youth Development and Fundraising departments will work together to identify projects and target corporate groups to maximise funding opportunities
 - The Youth Development Manager and the national Fundraising department will continue to identify potential sources of funds for youth projects
 - From January 2009, the Youth Development Officer (Cadets) and the Senior Youth Development Officer will, in conjunction with the national Fundraising department, identify companies to sponsor Cadet and Badger subjects and activities
 - The national Youth Development department will hold an externally facilitated working weekend for Principal Youth Officers to develop policies on corporate partnerships.

Strategic objective 6.5 - Local funding engagement

- A St John Ambulance Youth will seek non-targeted support from local communities, organisations and businesses.*
- Principal Youth Officers will work with their county Fundraising team to identify potential funders and sponsors in their area. This work will start in January 2008
 - At the annual national Youth Leaders Conference, Principal Youth Officers will share good practice in obtaining local funding.

Strategic objective 6.6 - Raising our profile

A *St John Ambulance Youth will review its positioning and profile to ensure that it aligns to the development of this strategy.*

- This is an ongoing objective for both the national Youth Development department and Principal Youth Officers.

Initial key performance indicators

- *Number of partnerships entered into*
- *Number of gap year opportunities identified and undertaken*

Supports the following Every Child Matters outcomes

- *Make a positive contribution*
- *Enjoy and achieve*
- *Achieve economic well-being*

Acknowledgments

This document was developed by the following:

Mary Boland	Assistant Chief Commissioner Youth
Rich Bowns	South and West Yorkshire
Russell Brooks	West Midlands (national LINKS committee) - January to April 2006
Lynford Brunt	Norfolk
Lisa Burns	Senior Youth Development Officer
Jackie Burrows	Adventure Activities Adviser
Jackie Butcher	Suffolk - January to September 2006
Antonia Dixey	Youth Development Officer - January to December 2006
Tony Gibney	Youth Development Officer
Stephanie Gott	South and West Yorkshire (National Lead team) from July 2008
Gary Herbert	Youth Development Support Officer
Victoria Higgs	Gloucestershire (National Lead team)
Sarah Holmes	Chief Commissioner Youth (Chair)
Stephanie Hoyle	Kent (national LINKS team) - April 2006 to date
Wendy Human	Youth Development Manager
Nick O'Donohue	Youth Development Officer (Adventurous Activities - from May 2007)
Brian Rockell	Director of Operations
Emmanuel Sherwin	Youth Development Support Officer - from May 2007
Martin Sidaway	Merseyside
Ruth Smith	Youth Development Officer (16-25) - from March 2007
Ashley Sweetland	London (Prince of Wales's) District
Dave Ward	Devon

Timeline

for implementation of the strategy

Date	Action	Strategic objective	National Headquarters	County
January 2007	Youth Policy group appointed to approve policy proposals and other recommendations before submitting them to St John Ambulance Management Committee	1.3A	✓	
May 2007	Steering group to start planning the 2009 International Cadet Camp	6.3A	✓	
June 2007	Youth Leader Development working group to start writing the national minimum standards for youth work in St John Ambulance	2.4A	✓	
July 2007	Management committee formed to oversee Cheshire Young Carers Project	3.1E	✓	
	National Youth Development and Fundraising departments to work together to secure funds for Cheshire Young Carers project	3.1E	✓	
	National Youth Development department to write guidelines detailing how counties should undertake youth audit	5.1B	✓	
	National Youth Development and Fundraising departments to work to continue to identify potential funders for youth projects	6.4A	✓	
August 2007	National Headquarters to consult Principal Youth Officers to explore how paid regional Youth Development Officers could be utilised by youth volunteers in their regions	1.2B	✓	
September 2007	National Youth Development department to write role description for regional Youth Development Officers posts and define reporting lines	1.2B	✓	
	National Youth Development and Fundraising departments to develop a fundraising bid for the nine posts of regional Youth Development Officer	1.2B	✓	

Date	Action	Strategic objective	National Headquarters	County
October 2007	Chief Commissioner Youth to present a paper to St John Ambulance Management Committee outlining proposal for a young Trustee	1.3B	✓	
	Presentation on county planning to be given to all Principal Youth Officers at the national Youth Leaders Conference	5.1A	✓	
	National Youth Development department to produce guidance notes for Principal Youth Officers on the youth planning framework	5.1A	✓	
	Further guidelines and information detailing the process for the 2008 audit to be released at the national Youth Leaders Conference	5.1B	✓	
November 2007	Principal Youth Officers to carry out research in counties to identify what administrative support is required	1.2C		✓
	National Youth Development department to work with a small group of youth volunteers to cross-match competencies of the current youth programme to those of appropriate lead bodies	4.1A	✓	
December 2007	Policy document detailing the YLDP to be issued stating that every leader must undertake YLDP within 12 months of taking on a youth role in St John Ambulance	1.1A	✓	
	National Headquarters to publish revised YLDP	1.1A	✓	
	Youth Development Officer (Cadets) to produce a policy document addressing volunteering for 16 to 18 year olds	3.3C	✓	
	Consultation exercise with Principal Youth Officers to establish preferred method of cascading training opportunity information	1.2A	✓	✓
	National Headquarters to issue guidance for a standard recruitment and selection process for youth leader roles	1.2A	✓	
	National Headquarters to publish role descriptions for all county youth leadership roles	1.2A	✓	

Date	Action	Strategic objective	National Headquarters	County
	Policy document detailing standard recruitment and selection process for youth leadership roles to be issued	1.2A	✓	
	Youth Development Manager to write policy document detailing the national minimum standards for youth work in St John Ambulance	2.4A	✓	
	Youth Policy group to ensure all youth leadership role descriptions include health and safety responsibilities	5.2A	✓	
	Chief Commissioner Youth to meet with Chief Commander to discuss appropriate youth representation on committees	6.2B	✓	
January 2008	National Headquarters to produce application packs and manage the recruitment process for membership of the national Youth Training team	1.1B	✓	
	Consultation on youth strategy to take place with wider membership	2.1A	✓	✓
	National Youth Development and Training departments to develop policy document for accredited prior-learning scheme across the youth programme	4.1C	✓	
	Short courses and training packages for specific roles to be identified	1.1C	✓	✓
	National Youth Training team application process to start	1.1B	✓	
	National Youth Development and Operations departments to work together to ensure that the correct data is requested from counties and to evaluate county annual youth returns	3.4A	✓	
	National Youth Development department to start process of mapping youth volunteering qualifications from other youth-led organisations	4.1C	✓	

Date	Action	Strategic objective	National Headquarters	County
	Youth Development Officer (Cadets) and Youth Development Officer (16–25), in conjunction with the national Lead team and national LINKS team, to devise a consultation process to gather opinions of young people regarding the contents of their St John Ambulance volunteering portfolio	4.2A	✓	
	Youth Development Officer (Cadets) and Youth Development Officer (16–25) to start work with The National Youth Agency and employers to develop appropriate content for the portfolio	4.2A	✓	
	Youth Development Officer (16–25) and Youth Development Officer (Cadets), in conjunction with the national Lead team and national LINKS team, to: – identify gap year volunteering opportunities – develop and publicise guidelines for gap year volunteering opportunities.	6.3B	✓	
	National Youth Development and Fundraising departments to identify projects and target corporate groups so as to maximise funding opportunities	6.4A	✓	
	Working group to be established to develop leadership and management skills training for leaders, specifically Principal Youth Officers	1.1C	✓	
	Principal Youth Officers to work with county Fundraising teams to identify potential funders and sponsors in their area	6.5A		✓
	Chief Commissioner Youth to produce a policy document for youth representation in St John Ambulance	6.2B	✓	
February 2008	Each county to identify a named person to offer administrative support to Youth teams	1.2C		✓
March 2008	Where needed, specialist authors for the short course packages to be appointed using an open application process	1.1C	✓	

Date	Action	Strategic objective	National Headquarters	County
	Youth Development Officer (Adventurous Activities) to develop partnerships with other youth organisations to share best practice	5.2A	✓	
	National Youth Development and Communications departments to ensure that youth achievements are published in the annual report	3.4B	✓	
	Youth Development Officer (Adventurous Activities) to develop a system for quality assurance monitoring across all youth activities	5.2A	✓	
	Youth Development Officer (Adventurous Activities) to develop partnerships with other youth organisations	5.2A	✓	
April 2008	National Headquarters to run a national 'train the trainer' course for the YLDP	1.1B	✓	
	Consultation exercises to gather information on the current youth programme, including national Youth Conference, Participate Days, Youth Assembly and LINKS Conference	2.1A	✓	
	National Youth Development department to research the benefits and cost for gaining accreditation with ASDAN, the Youth Achievement Award body	4.1A	✓	
May 2008	National Youth Development department to write the terms of reference for the youth section of the competitions review	2.1D	✓	
June 2008	National Youth Development department to develop a programme of opportunities for young people to volunteer for and participate in London 2012 Olympic and Paralympic Games	3.2E	✓	
	National Headquarters to advertise and recruit for nine volunteer Field Officer posts	1.3A	✓	
	Programme Evaluation group to present report on current age groupings to the Youth Policy group	2.1C	✓	
	Principal Youth Officers to conduct informal consultation exercises on the youth programme	2.1A		✓

Date	Action	Strategic objective	National Headquarters	County
	National Youth Development department to present report on accreditation to the Youth Policy group	4.1A	✓	
July 2008	Needs analysis for youth leader recruitment to be undertaken by Principal Youth Officers: to be completed by end of 2008	3.1A		✓
	National Youth Development department to develop a business plan and budget proposal to enable an external agency to review current youth offer	2.1B	✓	
September 2008	National Youth Development department to produce a policy document detailing the accreditation scheme for the current youth programme	4.1A	✓	
	National Youth Development department to approach Volunteering England to explore whether a feasibility study can be undertaken on the current youth programme	4.1D	✓	
October 2008	Consultation with the Principal Youth Officers about the membership of the Verification teams to take place at the national Youth Leaders Conference	2.4B	✓	
	Training module on county planning to be developed and presented at the national Youth Conference	5.1A	✓	
	National Youth Development department to collate county youth audit information and produce a report for delivery at the national Youth Conference	5.1B	✓	
	National Youth Development and Training departments to develop courses and training plans to accredit assessors for youth training and development programmes, in line with lead body requirements	4.1B	✓	

Date	Action	Strategic objective	National Headquarters	County
	National Youth Development and Training departments to develop courses and training plans to train those responsible for delivering youth training and development programmes to a consistent national standard	4.1B	✓	
November 2008	National Youth Development department to seek external partnerships to accredit youth training	4.1A	✓	
	National Youth Development department to produce application packs and manage the recruitment process for membership of the Competitions working group	2.1D	✓	
	National course on YLDP to support county implementation	1.1A	✓	
December 2008	Short courses and training packages for specific roles and needs completed	1.1C	✓	
	Youth Policy group to produce guidance notes for youth representation and involvement	1.3C	✓	
	Proposals to be made to Commanders and chairs of Council to ensure youth representation at both council and management boards where appropriate	1.3B		✓
	National Youth Development department to produce a policy document detailing the accredited prior-learning system for youth members	4.1C	✓	
	Needs analysis for youth leader recruitment to be completed	3.3A	✓	✓
	Youth Development Officer (Cadets) and Youth Development Officer (16–25), in conjunction with the national Lead team and national LINKS team, to write material to support every young person having a portfolio to showcase their volunteering with St John Ambulance	4.2A	✓	

Date	Action	Strategic objective	National Headquarters	County
	Youth Development Officer (Adventurous Activities), in consultation with the national Health and Safety Adviser, to produce guidance notes on health and safety in the context of youth activities in St John Ambulance	5.2A	✓	
	Youth Development Officer (Adventurous Activities) to work with the national Health and Safety Adviser to develop tools and set standards for the assessment of shared premises	5.2B	✓	
	National Youth Development department to produce a policy document for youth engagement, using the youth audit and youth charter	3.1C	✓	
January 2009	Youth Development Officer (Cadets) and Senior Youth Development Officer to work in conjunction with the national Fundraising department to identify companies to sponsor Cadet and Badger subjects and activities	6.4A	✓	
	National Youth Development and Communications departments to work together to develop the youth brand and to ensure it remains current and relevant to young people hoping to be involved in London 2012 Olympic and Paralympic Games	3.1D	✓	
	National Youth Development department to work with the relevant National Headquarters department to establish a verification system to support and monitor youth activities in counties	2.4B	✓	
	National Youth Development department to consult with Principal Youth Officers regarding the membership of Verification teams	2.4B	✓	
March 2009	National Youth Development department to produce application packs and manage the recruitment process for membership of the Programme Evaluation group	2.1C	✓	
April 2009	National Youth Development and Communication departments to work together to establish a Youth Ambassador scheme	3.2C	✓	

Date	Action	Strategic objective	National Headquarters	County
May 2009	National Youth Development department to publish guidance and advice for summer activity programmes	3.1A	✓	
June 2009	National Youth Development department to publish a policy document the process for a youth volunteer wanting to transfer within St John Ambulance	4.1E	✓	
	National standard for youth volunteering in St John Ambulance policy document to be written	4.1D	✓	
	International Cadet Camp to take place	6.3A	✓	
July 2009	Programme Evaluation group to be formed with terms of reference from National Headquarters	2.1C	✓	
August 2009	National Headquarters to undertake wider consultation and seek experiences from other voluntary youth agencies on targeted recruitment	3.3D	✓	
September 2009	National Youth Development department to prepare a specification for an external agency to review current youth offer	2.1B	✓	
	Youth Development Officer (Strategy) to produce a policy document detailing the links with the current youth programme and external accreditation and endorsement authorities	4.1B	✓	
	Any new programme material produced to detail competencies to match lead body requirements	4.1B	✓	
	Competitions working group will present report to the Youth Policy group	2.1D	✓	
	National Youth Development department and national LINKS team to produce guidance notes for recruitment in schools, colleges and universities	6.1A	✓	
	National Headquarters in conjunction with the national LINKS team will produce guidance notes to enable ease of contact for county Youth teams with schools, colleges and universities	6.1A	✓	

Date	Action	Strategic objective	National Headquarters	County
	Verification team visits to start	2.4B	✓	
October 2009	At the national Youth Conference, Principal Youth Officers to be asked to show case areas of good practice for different types of youth units	3.2A		✓
	Youth Development Officer (Cadets) and Youth Development Officer (16–25), in conjunction with the national Lead team and national LINKS team, to undertake research and issue guidance on good practice for celebrating young people’s achievements in St John Ambulance	4.2B	✓	
December 2009	A Youth advisory panel consisting of young people and Youth Policy group members to be established	1.3A	✓	
January 2010	External agency appointed to conduct review of St John Ambulance youth offer – findings to be reported by end of September 2010	2.1B	✓	
February 2010	National Youth Development department to start consultation with Principal Youth Officers to establish annual recruitment targets	3.3D	✓	
March 2010	National Youth Development department to have accurate data from counties to ascertain base levels of youth membership	3.2B	✓	✓
April 2010	Principal Youth Officers to develop action plans to achieve recruitment targets	3.3D		✓
June 2010	National Youth Development department to publish annual recruitment targets for youth members and youth leaders	3.2B	✓	
	National Youth Development and Fundraising departments to work together to develop a bid to ‘v’ charity for funding for youth volunteers for London 2012 Olympic and Paralympic Games	3.2E	✓	
	National Youth Development department to work with the national LINKS team and Deputy Chief Commissioner Operations to develop guidance to maximise the involvement of LINKS members in the London 2012 Olympic and Paralympic Games	3.2E	✓	

Date	Action	Strategic objective	National Headquarters	County
July 2010	Youth Development Officer (Cadets) will develop an Internship scheme for youth volunteers to volunteer at national and county headquarters	3.2B	✓	
September 2010	Programme Evaluation working group to present their report to the Youth Policy group	2.1C	✓	
	External agency to report their findings on current youth offer to the Youth Policy group	2.1B		
	Programme Evaluation working group to present their report on age evaluation to the Youth Policy group	2.3A	✓	

Youth Charter

We all have our own ideas about what our rights and responsibilities are, both within the organisation and outside. The Youth Charter presents these ideas as a set of standards from which we can all work and it also helps to remind us to what all young people are entitled.

As young people within St John Ambulance we are entitled to:

- A varied and balanced programme of activities tailored to our needs and wishes
- Participate in the decision-making in our unit and in the wider organisation
- Opportunities for achievement, accreditation and celebration of our successes
- A safe, accessible and welcoming environment
- Appropriate support, guidance and resources
- Youth leaders who are appropriately trained and supported.

As young people within St John Ambulance we have the rights and responsibilities to:

- Express our own feelings and for these to be valued
- Treat others with dignity and respect, as we would wish to be treated ourselves
- Listen and be listened to, valuing the opinions of others
- Consider our own needs and recognise the needs of others
- Ask for what we want – recognising that others have the right to say no
- Challenge each other's ideas in a sensitive manner
- Request clarification on anything we don't understand
- Make mistakes – and learn from them
- Be assertive, and to choose not to assert ourselves
- Object to any words or actions that are offensive
- An opportunity to explain ourselves if any grievances are made against us
- Act in any way that does not violate the rights of someone else
- Stand up for our own rights and those of others
- Represent other young people and St John Ambulance to the best of our ability.

St John Ambulance
27 St John's Lane
London
EC1M 4BU

08700 10 49 50
www.sja.org.uk