

AN
Option
For The Young

**A strategy for working with Young People
in the *Priority Areas* of the Church of Scotland**

January 2010



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EXECUTIVE SUMMARY

Salient Features

- The strategy is an endeavour to put in place a positive vision to enable the *Priorities Areas Committee to do everything it can* for the marginalised young people.
- We don't work with the young people because they are the 'next generation of the Church' but because they are 'people' who deserve our utmost attention and care and also in the process teach us how to be a joyful and relevant church.

Four Foundational Strategic Themes:

- *Celebrate a Vision for Priority Areas:* Where young people matter and are involved in seeking possibilities and change.
- *Practice faithfulness rather than a search to be successful:* Where long-term relationships help young people locate reliable, consistent and resourceful adults in an otherwise chaotic existence.
- *Participation in community:* Where working in partnership in a spirit of constructive collaboration is of absolute necessity.
- *Personal formation of Youth Workers & Volunteers:* Where those who have the closest interactions with the young people need the best support in terms of training, mentoring and finance.

Priorities

- **Partnership or collaborative working**

Churches have the willingness and confidence to work in partnership with other groups who are equally passionate about working with young people in *priority areas*. Young people are not merely recipients but partners as well in the vision and delivery of this work.

- **Volunteers are crucial; teams are crucial**

How do churches encourage and retain local adult and young workers who have strong ties to the parish and have grown up in the local area? The effective involvement of local people working with young people is important to maintain and sustain long-term and authentic interrelationships.

- **Effectiveness requires three distinct leadership characteristics working together (Team building, Entrepreneurial and Strategic Management)**

The *Priority Areas Committee* would seek to encourage new projects and programmes to be led by teams of people who have the range of leadership characteristics required. Equally, the strategy would want to provide opportunities for personal development and mentoring for leaders who work with young people.

- **It's important to strive for the best**

The strategy aims to encourage the highest quality of service and risk taking. The exploration of more flexibility from 'church structures' is needed to foster a culture that encourages and supports new initiatives, social entrepreneurship and risk taking, to unlock resources in the form of buildings, people and energy.

- **Objectives to create sustainable growth**

The *Option for the Young* strategy will encourage and enable long-term work with young people through the various stages and cycles of development. This means the recognition and inclusion of early years and child and family work in any programmes working with young people in *priority areas*. Children and young people should be supported to explore, enjoy and develop their personality, talents, and spiritual, mental and physical abilities to their fullest potential.

CONTENTS

Executive Summary

- 1. Introduction**
- 2. Vision, Mission & Values of Working with Young People**
- 3. Four Foundational Strategic Themes:**
 - 3.1 Celebrate a vision for *priority areas*
 - 3.2 Practice faithfulness
 - 3.3 Participation in community
 - 3.4 Personal formation
- 4. Priorities**
 - 4.1 Partnership or collaborative working
 - 4.2 Volunteers are crucial; teams are crucial
 - 4.3 Effectiveness requires three distinct leadership characteristics working together
 - 4.4 It's important to strive for the best
 - 4.5 Objectives to create sustainable growth
- 5. Strategic Road Map**
- 6. Action Plan: Intervention Objectives and Activities**
- 7. Concluding Considerations**
 - Annex 1:** Glossary of terms
 - Annex 2:** Models of good practice – working with young people in *priority areas*
 - Annex 3:** Negotiating the terrain
 - Annex 4:** List of those consulted

1. INTRODUCTION

How do we seek to **'do everything that we can'** for the young people living in *priority areas*?

The strategy for working with young people in *priority areas* was commissioned by the *Priority Areas Committee* of the Ministries Council, Church of Scotland in 2009. The intention was to attempt to bring together a strategic vision that would enable the *priority area Churches* do everything they can for the young people living in the most disadvantaged communities in Scotland.

Young people living in *priority areas* are more likely to suffer from the effects of deprivation in their education, physical and mental health and future employment opportunities; and the way they are perceived by adults is often negative and excluding.

The great divide that exists between adults and young people often leads to a perception of young people as if they are caricatures (**scenery**). Many churches see young people as a means to an end – to become the next generation of the church (**machinery**). In actual fact, young people, no matter what background they come from, are exactly that – **people**. Big questions are necessary to engage more effectively and authentically with young people. Working with young people aims to promote personal and social development and enables young people to have a voice, influence and place in their communities and society as a whole. This strategy is based on the premise that the Church needs to be meaningfully engaged with young people growing up in *priority areas*.

The strategy aims to guide the *priority area Churches* in providing genuine interaction with young people and adults. The strategy is realistic, acknowledging that each action plan will need to take into account the particular challenges and potential of working with each vulnerable group of people. And the strategy is mindful that many young people living in *priority areas* may have a history of lack of significant contact with adults, which will impact on their learning of interrelationships and the importance and vitality of community living and support.

2. VISION, MISSION & VALUES OF WORKING WITH YOUNG PEOPLE

Vision

- The *Priority Areas Committee* has a desire to deliver a strategy that will **do everything it can** for and with young people living in *priority areas* in Scotland.
- The overall intention of the Committees' support for the *priority area* parishes is to ensure appropriate resources so that everything that can be done for young people will be done without constraints.
- The Committee will encourage projects, programmes and initiatives where young people will be able to flourish.

Mission

- The *Priority Areas Committee* recognises that many young people in *priority areas* are amongst the poorest and most marginalised people in Scotland.
- This means addressing the personal and individual needs and issues of young people as well as the social and structural conditions that exacerbate those needs and issues.
- Therefore any strategy and resulting action plans will take into account the challenges and potential of working with a particularly vulnerable group of people.
- Young people living in *priority areas* may have unfulfilled potential that can be encouraged through sustained and effective work with them.

Values

- Any strategy that the Committee supports promotes the belief that young people will determine how their dignity is to be maintained. Their participation should be encouraged by listening to them and providing a platform for their voices to be heard.
- Good work with young people is characterised by approaches that start from the interests, hopes and aspirations of young people. Work with young people in *priority areas* will seek to enable young people to live and interact with real life, express real thoughts, fears, desires and experiences.
- It begins from where young people "are" in terms of age, personal development and degree of self confidence.
- It responds to youth issues, emphasises positive relationships, offers interesting opportunities, and creates enjoyable experiences and fun.
- The Committee aims to further the belief in 'faithful capital' – the concept that the material dimensions to human living are not sufficient for human flourishing, and that every young person regardless of background, culture, class and ethnic origin is a whole person and all work with them must recognise the 'holistic approach'.

3. FOUR FOUNDATIONAL STRATEGIC THEMES

The strategic themes that follow seek to develop a foundation that will help to encourage the vision, mission and values of working with young people. Working with young people in *priority areas* aims to promote personal and social development and enables young people to have a voice, influence and place in their communities and society as a whole.

3.1 Celebrate a vision for *priority areas*

The strategy seeks to find ways to highlight the dignity and given potential of young people in *priority areas*. Preserving optimism, creativity, hopefulness, humour and perspective are some of the ways of celebrating a vision for young people in *priority areas*. Everything should be done to ensure the active involvement of young people in these areas through youth service provision, such as youth and community work, or youth-focused and led ministries. Young people in *priority areas* should have the opportunity to effect knowledge and decision-making processes; this will ensure that working with them remains relevant to them and the needs of society. Young people should be provided with the opportunities to ask hard questions that help adult communities to see hidden problems or possibilities.

The strategy seeks to provide the platform for those working and living in *priority areas* to highlight the issues that concern young people in these areas and to challenge structural and personal inequalities. This may mean challenging and helping people outside of *priority areas* to recognise that wealth, career, and success can blind an accurate and helpful perspective of young people living in *priority areas*. For instance, young people may be valued more for what they do rather than who they are.

3.2 Practice of faithfulness – rather than a search to be successful

Young people respond to key role models that exhibit integrity, consistency and reliability. The importance of long-term, faithful working with young people in *priority areas* must be recognised. The strength of lasting inter-relational working means that young people can locate some adults who are reliable, consistent and resourceful in what may be an otherwise chaotic environment.

The strategy is committed to the long-term enabling of those working with young people so that they can be developed and sustained for an adequate period. This will mean that role models will be more likely to have the opportunity to exhibit integrity, consistency and reliability.

This may be through qualified or informal training for those working with young people or opportunities to be supported by a team of experienced and insightful youth and community workers and/or ministers. Identifying and recruiting such a team is vital to enable this aspect to be developed. See the *Personal Formation* strategic theme for more on this area.

The practice of faithfulness is a pastoral gift developed insightfully and skilfully. Adult workers and volunteers will need to be able to understand the times and context, knowing what the Church should do, learning to identify social needs, and having the wisdom and clear, appropriate application to meet the needs. The practice of faithfulness requires relational integrity on a personal level.

3.3 Participation in Community: Outreach with the intention to work in partnership in networks of trust and wholeness

The strategy for working with young people in *priority areas* recognises the need for churches and projects supported by the Church of Scotland to work in partnership with other churches, projects and organisations at times. With the balance of both fluid and long-term strategic plans, the strategy will prepare parishes for the need to respond to partnerships and projects with a level of adaptive flexibility. The level of participation in the partnership may vary depending on the initiative.

When working with local young people in partnership with other voluntary and statutory agencies and bodies, *Priority Area Churches* need to be supported with a strong sense of their purpose. Partnership working aims to encourage and recognise each other's distinct responsibilities in a spirit of constructive collaboration. For instance, a parish church may support and encourage a local youth and community project to undertake a variety of youth work approaches, including the use of the church building in accordance to a letting policy and working agreement. Church members may volunteer with a local group or organisation to work with young people in a *priority area*. It is important to ensure, with appropriate training, that there are clear roles and responsibilities for the delivery of the partnership, and that the organisations involved collaborate effectively and are held accountable for that delivery.

A commitment to young people as core partners must underlie all work. The partnership with programmes such as the *Glen Kin Experience* will enable *priority area* parishes to offer the opportunity to local young people to develop personally and socially through a residential experience delivered by skilled and qualified outdoor staff.

3.4 Personal Formation: Youth workers and volunteers – those who have the closest interrelation with young people

Personal formation is concerned with the support of youth workers and volunteers to equip them to be as effective as they can. The intention is to create and maintain a skilled, motivated and flexible workforce, which is valued and recognised for the difference that they make. Youth workers and volunteers need to be supported and encouraged. Networks of mutual support must be developed for: a) spiritual, financial and social investment; b) training, supervision and mentoring; and c) accountability and integrity to the purpose and vision. Adult workers and volunteers should have the freedom to express that they may not have all the answers to complex social and economic situations.

The personal formation theme also recognises that due to the specific needs of young people in *priority areas*, the right support and care is required to provide the platform for young people to learn and develop. In many contexts this will mean the enabling of young people to develop skills and to contribute to their own lives and to others.

The partnership between the *YMCA George Williams College*, *Rank Foundation* and *Priority Areas Committee* that has resulted in the appointment of the Tutor & Development Worker will enable the supporters of local young people to become trained and qualified in youth and community work and informal education. This opportunity will ensure that workers will have the skills, knowledge and values to make informed choices, address issues they are interested in, and make meaningful contributions to youth work within their communities. The *YMCA George Williams College* is run on the principle of helping students learn about themselves, others and society through an informal educational curriculum which combines enjoyment, challenge and learning.

4. PRIORITIES

In compiling this strategic report a significant number of parishes, projects, groups and individuals were consulted. From this consultation, key findings emerged, which give rise to some suggested ways forward on a national basis recognized as **strategic priorities**. There are five strategic priorities outlined below.

4.1 Partnership or collaborative working is key for effectiveness

Churches considering community engagement need to think early on about partnerships. Questions such as: What are the other local organisations/projects that exist for young people?; And why? (See other questions when exploring the needs and engagement of young people in *priority areas*: **annex 3**) Questions such as these can enable a better understanding of the approaches currently taken in working with young people. This exercise may also open up opportunities for new initiatives to be developed by the Churches that can work alongside and partner existing programmes and projects.

Training on partnership development and negotiation is needed; on contract development, the risks and benefits of partnership, expressing Christian organisational ethos and values, and understanding the aspirations of partners. Ensure funding, partnership agreements, resulting action plans and monitoring of outcomes have been explored and agreed upon recognising what each partner brings to the whole.

The empowerment of young people in *priority areas* is important as they are partners in any strategic work. Young people highly value opportunities to express themselves. The benefits of young people having the opportunity to contribute can be the development of identity; to learn what young people are interested in; and to help form relationships and build trust amongst other leaders.

4.2 Volunteers are crucial; teams are crucial

Some of the ways forward in relation to this strategic priority would be to train staff and key personnel on volunteer management. This may entail a team of experienced youth and community workers currently employed by the Church of Scotland with volunteer management experience and skills to come alongside parish churches to enable recruitment, management, retention and care.

It may be necessary to borrow 'best practice' from the wider voluntary sector in volunteer recruitment, management, retention and care. However, what is vital in enabling sustainability and engaging effectively with young people in *priority areas* is how do churches encourage and retain local adult and young workers who have strong ties to the parish and have grown up in the local area? The effective involvement of local people working with young people is important to maintain and sustain long-term, authentic interrelationships.

4.3 The efficiency and effectiveness of youth programmes require a combination of leadership characteristics: team building, entrepreneurial and strategic management

Research into the area of effective leadership will emphasise the importance of different aspects of leadership characteristics. The blending of the characteristics of building teams; being entrepreneurial and 'risk taking'; and, being strategic in management will lead to efficient and effective practice. The strategy aims to explore for instance, how to attract and enable the entrepreneurial leadership style to flourish within the leadership in the *priority areas*. Entrepreneurial leaders may need to be sought out to share their knowledge to ensure sustainability and success of ideas. The *Priority Areas Committee* would seek to encourage new projects and programmes to be led by teams of people who have the range of leadership characteristics required.

There needs to be more ongoing communication through local and regional church networks about how different churches are serving their local communities. The increase of sharing what is being learnt to empower and encourage others across parish and denominational boundaries will develop greater competence in working with young people in *priority areas*.

It is recognized that a team approach for work with young people should be explored, supplemented by community development and social entrepreneurship training. This may mean training on 'project development and management' including fundraising. Sustainability will also need to be about other than long-term funding – such as encouraging perseverance and resilience in leaders. Therefore the strategy would want to provide opportunities for personal development and mentoring for leaders who work with young people. Mentoring support, networks and training is needed for leaders specific to their work and context and apart from their other management structures.

4.4 It's important to strive for the best in our work with young people in *priority areas*

The strategy aims to encourage the highest quality of service and risk taking. Churches may settle for "this will do" (what is convenient and comfortable), not seeking to try new things that are needed to engage more effectively and relevantly with local young people. The exploration of more flexibility from 'church structures' is needed to foster a culture that encourages and supports new initiatives, social entrepreneurship and risk taking, to unlock resources in the form of buildings, people and energy.

The *Hot Chocolate* project in Dundee, engaging with a group of young people that would meet on the steps of a city centre church, is a good example of 'risk taking'. The *Glen Kin Experience* attempts to create a residential Outdoor Centre to help marginalised young people from deprived urban communities, explore new horizons, skills and relationships by creating, with them, a safe space to live, relax, experience, learn and celebrate together so that they can live fuller lives.

The strategy will seek to optimise new opportunities for service delivery and consulting. Consulting could take the form of 'organisational mentoring' – from *YMCA Scotland*, for example, in the form of helping to pilot and evaluate work with young people. Equally, the *Inspire Scotland* initiative (sustainable funding and social entrepreneurship) with projects such as *Hot Chocolate* in Dundee and the *FARE* project in Easterhouse, Glasgow are examples of this level of encouragement of new projects.

It is important to garner support from effective networks and learn from others. The telling of stories and the accurate recording, transcription and analysis of the data forms the heart of what we call qualitative research. It has been acknowledged that the narrative form of qualitative evaluation can produce 'maps of reality' which individuals, communities and cultures can use to interpret their experiences; but it can also enable us as participants to gain insight into how to take appropriate action. In other words, reflecting critically on situations can provide relevant, creative and meaningful insights and strategies.

4.5 Objectives to create sustainable growth: Efficient and consistent contact with young people

To enable consistent and efficient work it is important to be certain about who an outreach programme/project is focused to. It could be based on geography, 'at risk' levels of need, gender, sub-groups and young people on the margins.

The strategy will encourage and enable long-term work with young people through the various stages and cycles of development. This means the inclusion of early years and child and family work in any programmes working with young people in *priority areas*. It is recognised by groups such as the *Violence Reduction Unit* (VRU) of Strathclyde Police, that an early years approach is vital when working with young people to enable appropriate and lasting interventions.

Teaming up with partners will mobilise a shared insight, intelligence, energy and resources for work with children, families and young people. Working together to develop networks of mutuality and trust will also enable a consistent, long-term approach with the same young people.

5. STRATEGIC ROAD MAP

Below is a diagram (*Figure 1*) that helps to gain an understanding of the action plan (next section and see *Figure 2*). Each of the objectives and activities of the action plan are developed with the intention of **doing everything we can** for young people living in priority areas. The Road Map recognises that other factors, changes and disturbances can challenge intentional objectives and activities and therefore must be taken into consideration when delivering the strategy. The outer circle of *Figure 2* though aims to balance factors and disturbances by preserving optimism, creativity, hopefulness, humour and perspective through holding to the foundational themes.

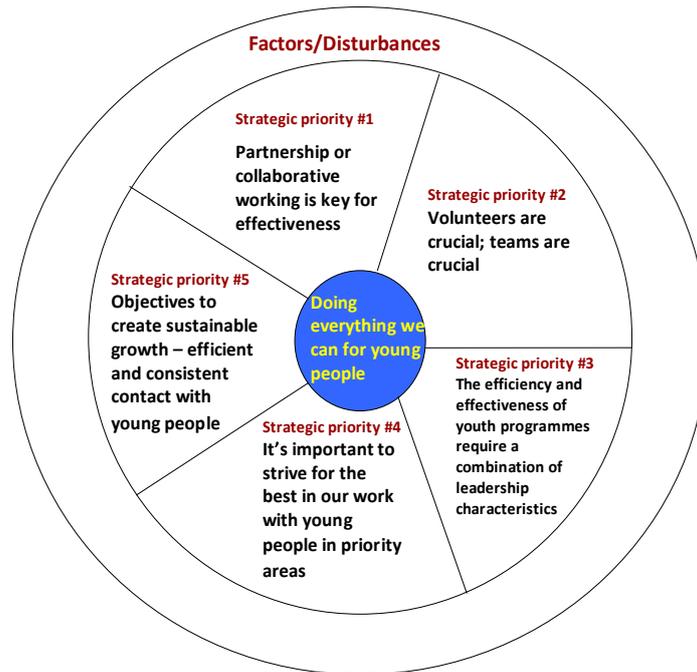


Figure 1: Strategic Road Map

(inspired by *FARE* evaluation tool and The Christian Life Wheel © *Navigators International*)

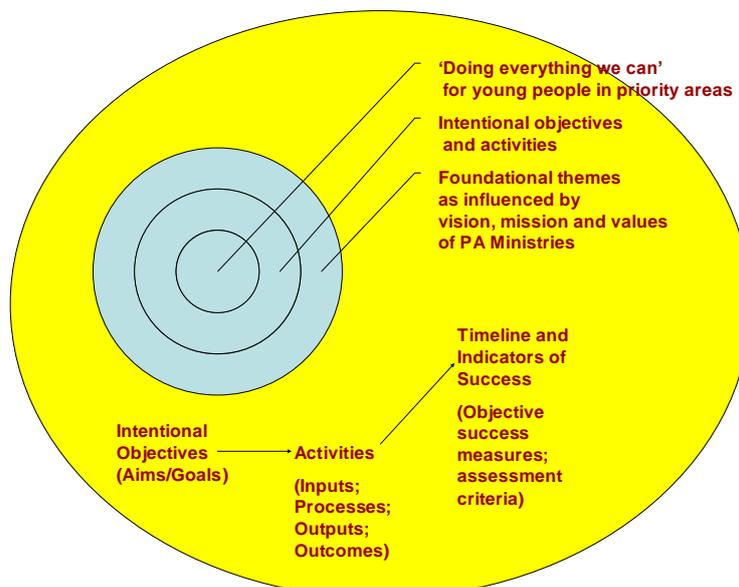


Figure 2: Action Plan

6. ACTION PLAN (2010-2015): KEY OBJECTIVES & ACTIVITIES

**Please note: 'Q' in the Timeline refers to 'Quarter'*

PRIORITY ONE:

PARTNERSHIP OR COLLABORATIVE WORKING

No	Key Objective	Activities	Timeline	Indicators of Success
1	Assist <i>priority area</i> Churches to build partnerships in their work with the young people.	<p>1. Support initiatives by individuals (and agencies) that are passionate about the young people.</p> <p>2. Encourage Church members to volunteer at local projects that may not belong to the Church but where young people are flourishing.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Records of involvement</p> <p>Number of people who volunteer</p>
2	Involve young people as our partners and not merely as recipients.	<p>1. Initiate the process of including a representation of young people in the <i>Priority Areas Committee</i>.</p> <p>2. Pursue the concept of youth-leader-educator model of the Rank Foundation.</p> <p>3. Commission an <i>action research tool</i> (see annex 3) for helpful questions to understand the needs of young people) that the local church can use to listen to the young people and their needs in a way that enables them to have a voice, influence and place in their local community.</p>	<p>Q1/2010</p> <p>Q2/2014</p> <p>Q2/2010</p>	<p>Two Representatives appointed</p> <p>Ten youth-leader-educators</p> <p>Published in print and available on line.</p>

PRIORITY TWO:

VOLUNTEERS ARE CRUCIAL; TEAMS ARE CRUCIAL

No	Key Objective	Activities	Timeline	Indicators of Success
1	Develop 'best practice' in volunteer recruitment, management, retention and care.	Adapt and promote a <i>code of good practice</i> of recruiting and managing local young volunteers and other volunteers.	Q4/2010	Resources made available. Number of training events provided.

PRIORITY THREE:

THE EFFICIENCY AND EFFECTIVENESS OF YOUTH PROJECTS/PROGRAMMES REQUIRE A COMBINATION OF LEADERSHIP CHARACTERISTICS: TEAM BUILDING, ENTREPRENEURIAL AND STRATEGIC MANAGE-

No	Key Objective	Activities	Timeline	Indicators of Success
1	Attract and enable the combination of leadership characteristics to flourish within local structures of management.	Enable training on a range of topics including 'project management', making a business plan and fundraising.	Q3/2010	At least one programme/event a year made available.
2	Encourage 'risk takers' who exhibit the range of leadership characteristics; including a passion for working with young people in priority areas.	1. Commission and support a pilot period for the development of the Glen Kin Experience. 2. Publicise widely the intention of the <i>Priority Areas Committee</i> to encourage and back 'risk takers' within priority areas.	Q2/2009- Q2/2011 Q4/2010	Evaluation report of the Glen Kin Experience team. Publicity through e-news. A visible commitment in the strategy for the next 7 years.
3	Encourage perseverance and resilience in leadership.	1. Enable peer mentoring for leaders who work with young people. 2. Attempt to standardise person specifications in employing youth leaders/workers across <i>priority areas</i> that takes on board the required leadership characteristics.	Q4/2010 Q2/2010	Feedback from formal and informal networks of support and care. Standard template made available in print and on the web.

PRIORITY FOUR:

IT'S IMPORTANT TO STRIVE FOR THE BEST IN OUR WORK WITH YOUNG PEOPLE IN PRIORITY AREAS

No	Key Objective	Activities	Timeline	Indicators of Success
1	Encourage a culture which fosters and supports new initiatives, social entrepreneurship and risk taking, to unlock resources in the form of buildings, people and energy.	<p>1. Organise and arrange visits for youth leaders to areas and programmes within the UK using innovative ways of reaching out to young people.</p> <p>2. Facilitate visits for groups including youth leaders and young people to areas and programmes out with the UK to stimulate a deeper reflection and to be challenged in newer ways and substantially different ways of working with marginalised young people in <i>priority areas</i>.</p> <p>3. Work closely with other Councils of the Church of Scotland in a spirit of shared responsibility in all our work with young people.</p>	<p>Q4/2010</p> <p>Q3/2011</p> <p>Q2/2010</p>	<p>At least one visit organised.</p> <p>At least one visit facilitated.</p> <p>Participation & contribution of the <i>Priority Areas Committee</i> in other Councils.</p>
2	Enable support and learning from effective external networks to ensure the highest quality of service.	<p>1. Offer (and commission) 'organisational mentoring' – so as to consistently take stock of motivation and programme objectives.</p> <p>2. Pilot a local networking structure that can be developed for inter-agency work with young people in <i>priority areas</i> for sharing of ideas and best practice.</p>	<p>Q2/2010</p> <p>Q4/2010</p>	<p>At least one organisation identified to offer 'organisational mentoring'.</p> <p>At least one pilot initiated.</p>

PRIORITY FIVE:

OBJECTIVES TO CREATE SUSTAINABLE GROWTH – EFFICIENT AND CONSISTENT CONTACT WITH YOUNG PEOPLE

No	Key Objective	Activities	Timeline	Indicators of Success
1	Encourage an integrated approach to long-term work with young people through the various stages and cycles of development.	1. Enable churches and projects to focus on early years and child and family work. 2. Encourage parish churches to be intentional about providing a positive learning environment through recreation, leisure and play.	Q4/2010 Ongoing	Number of new initiatives on child and family work that runs alongside work with young people. Feedback from parish and project visits.

7. CONCLUDING CONSIDERATIONS

The ongoing debate is whether the church in the so-called 'Post-Christendom' age now occupies a place on the fringes of society. Does this leave the church in a position of irrelevance, which is 'out of touch' with the people around it? Or is this a good thing because of the fluid and flexible response the church can then make to be a force for good, transforming from and with the margins of society. Whichever the position that is ascribed to it, a firm and necessary grasp of the sociological and spiritual realities will always be a starting point for Christian ministry. The strategy's aims have been to stimulate thought and discussion towards doing work amongst young people living in *priority areas*. Each parish church and location will have its own unique context, so each programme will need to be tailored to the specific needs of the young people in their context.

In some aspects the church is required to be better equipped and enabled to engage with young people. Working with young people aims to promote personal and social development and enables young people to have a voice, influence and place in their communities and society as a whole. To see young people flourish and be able to contribute to their local communities in *priority areas* is the aim of the work thereby ensuring that it is engaging and relevant. It is vital that young people living in *priority areas* should be supported to explore, enjoy and develop their personality, talents, and spiritual, mental and physical abilities to their fullest potential. Therefore, young people's needs and the vision, mission and values of the *priority areas*, reflected in this strategy, must always be the filter for the intentions of the strategy.

ANNEX 1: GLOSSARY OF TERMS

Inputs – the things that need to be in place to make the work happen.

Processes – this is how things happen.

Outputs – these are the activities undertaken, which will hopefully lead to what we set out to do (i.e. the outcomes).

Outcomes – these are the things we want to see happen as a result of what we are doing. They will often have ‘hard’ figures attached to them.

Indicators of success - quantitative or qualitative measures of activities, work products, or actions.

Objective success measures – measures of success linked to project objectives - planned measures of success/evidence collected; actual measures of success/comments.

Adequate assessment criteria - the purpose of assessment criteria is to establish clear and unambiguous standards of achievement.

Ideographic knowledge - claims that if you remain faithful to reflecting critically on situations you can provide insights and strategies.

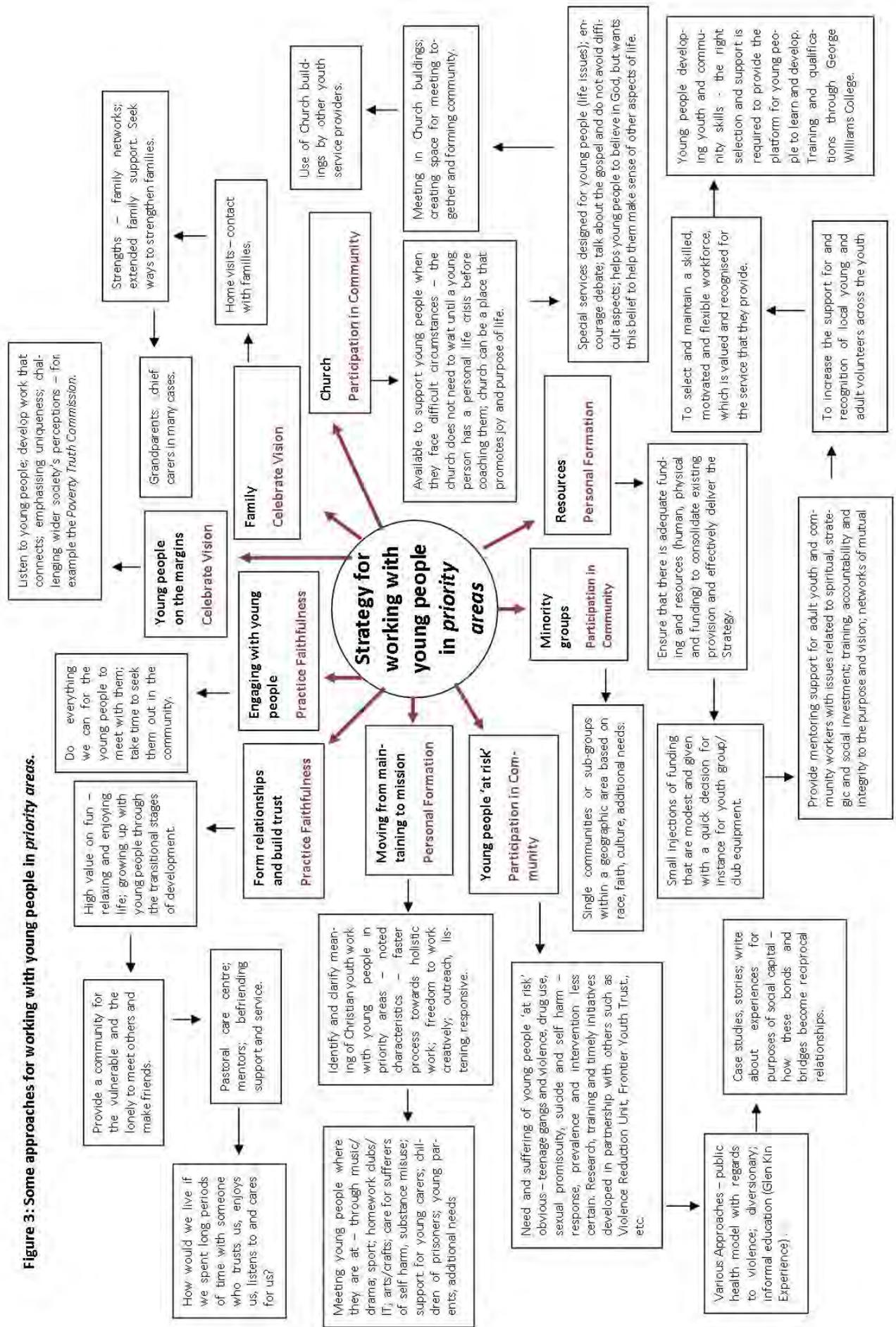
Qualitative research - Explores and tries to understand people's beliefs, experiences, attitudes, behaviour and interactions. It generates non-numerical data. The best-known qualitative methods of inquiry include in-depth interviews, focus groups, documentary analysis and participant observation.

Faithful capital – found in the presence and practice of communities of faith who have a commitment to place; make use of their buildings contributing for civic life; have a wider vision than the material, making global connections and calling for change through prophetic action.

ANNEX 2: MODELS OF GOOD PRACTICE – WORKING WITH YOUNG PEOPLE IN PRIORITY AREAS

The mind map (*see next page*) outlines some possible approaches for working with young people in *priority areas*. The foundational strategic themes above have been linked with many of the approaches to show how the strategy may be a continuous process. Each of these key approaches can stimulate discussion and action.

Figure 3: Some approaches for working with young people in priority areas.



ANNEX 3: NEGOTIATING THE TERRAIN – AN ACTION RESEARCH TOOL

Having an effective strategic plan – for instance, such as outlined by the diagram (Figure 4) below – enables a group to develop programmes for working with young people in priority areas. The diagram below enables a group, church or project team to reflect on the application of their strategy for working with young people and make changes where needed to be more effective and relevant.

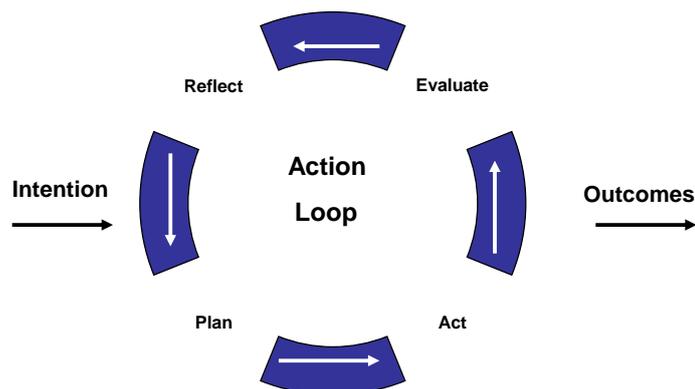


Figure 4: Basic reflective tool to scan the environment with accompanying questions.

Some likely questions to begin to understand young people's needs:

What do your young people need and why?

What do they like and why?

Why do they go where they go?

What is important to them and why?

What do their parents value and why?

What are the other organisations/projects that exist for them? And why?

What are the most powerful influences on your young people?

Why do they gravitate towards these influences?

ANNEX 4: LIST OF PEOPLE CONSULTED

Thank you to the following individuals, groups and organisations that were involved in the consultation of this strategy. Their input and insight has been valued highly in achieving the intentions of the strategy for working with young people in *priority areas: Option for the Young*.

Alex Bauer (Strategy Reference Group and the *Glen Kin Experience*)

Linda Borland and Robert Stevenson (*Violence Reduction Unit, Strathclyde Police*)

Irene Bristow (Strategy Reference Group)

Craig Bryan (Chaplain Polmont Y.O.I.)

Rev. Jill Clancy (Strategy Reference Group and Glasgow Tron St. Mary's Parish Church, CofS)

David Clipston (Glasgow Outreach Project, Scripture Union Scotland)

David Close (the Star Project, Paisley)

Peter Croy and Crawford Bell (YMCA Scotland)

Melody Crumlin (Peek Project, Gallowgate, Glasgow)

Rev. Malcolm Cuthbertson (Glasgow St. George's and St. Peter's Parish Church, CofS)

John Finch (Glasgow Ruchill Parish Church)

Rev. Karen Harbison (Strategy Reference Group and Hamilton Trinity Parish Church, CofS)

Libby Lobban (Junction 12 Carntyne, Riddrie and Ruchazie, Glasgow)

Richard Morrison (Reality Adventure Works)

Niddrie City Mission, Edinburgh

Rev John Pickering (Dundee Mains Parish Church, CofS)

Neil and Catriona Pratt (SIMY and the Glen Kin Experience)

Rev. John Purves (Strategy Reference Group and Glasgow Drumchapel St. Andrews Parish Church, CofS)

Pete Stewart (Glasgow Barlanark Greyfriars Parish Church, CofS)

Team Members from Church House

Team Members from Glasgow Maryhill Parish Church, CofS

Team Members from Glasgow Ruchill Parish Church, CofS

Team members from YMCA Perth

Alison Urie (Hot Chocolate, Dundee)

Mags Willis (Dundee Chalmers Ardler Parish Church, CofS)

Jimmy Wilson (FARE, Easterhouse, Glasgow)

Linda Wright (Edinburgh Bristo Memorial Parish Church, CofS)

Neil Young (Strategy Reference Group and Glasgow St. Paul's Parish Church, CofS)