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THE LEADERSHIP LINEUP

UNCHANGING LEADERSHIP PRINCIPLES TO KEEP YOU AND THE MINISTRY YOU LEAD IN PEAK POSITION

Reading the lineup is key to maximizing one's surfing opportunity. Having solid objects on land to line up and hold one's position is essential in light of the shifting nature of the ocean. Similarly, leaders within Christian Surfers need solid, unchanging principles to hold them in position so they can maximize their ministry opportunities. The Leadership Lineup features unchanging leadership principles to keep you, and the ministry you lead, in peak position.

LINEUP #9: RESPONSIBLE LEADERSHIP

Extract from Christian Surfers Foundations Training

Unit 1.7 "Responsible Leadership" from the Trainers Notes

Your local CS group is heading off for a surf camp. Cars are limited and teenagers plentiful. So that all can make it, you allow Paul to drive who is 20-years-old, and a 'provisional' driver. Whilst driving, Paul has an accident and one of his teenage passengers has a serious leg injury that may limit his ability to walk properly again. The police are called and Paul is found negligent due to poor tires on his car and fined. The injured boy's parents are angry and call you about his condition and whether CS has any insurance and should they be suing CS for medical costs. What are you going to do now?

In our 'first world' setting, and eventually in the emerging world, the prospect of litigation is all too real. However, far beyond the important but shortsighted strategy of 'protect yourself' is the more important issue of 'protecting them.'

As we read Romans 13:1-7 we are told bluntly that:

- God Himself establishes authorities,
- Christians are under those authorities and their rules,
- Anyone who disobeys them can expect to suffer consequences, whether you a Christian or not, whether intentional or unintentional...So:
- Better obey and give honor to any and every authority in your land or else!

If you are irresponsible towards the state then you are irresponsible towards God, and God (and his judgment through the state) will hold you responsible. Ministry outside of the law risks being punished. Ministry within the law is freeing.

We have discussed Personal Leadership integrity in an earlier unit, this one considers your Legal and Financial Ministry integrity.

Our challenge in CS is that surfing and its culture is naturally risk taking. So how do we take risks...safely?

Legal Identity

Each mission is to establish itself as a legal entity as suits the situation. The exception may be where such registration jeopardizes the security of the mission or is rendered impossible by the requirements of a government. In this case, alternative ways of remaining within such nations should be sought eg: some sort of 'cloak' as in mission business, community development, surfing club etc. Some public structures that CS has utilised world wide are: Incorporated Association with a Board of Directors, Trust with a Board of Trustees, Company with a Board of Directors, Club affiliated with a secular surfing association. The form of legal identity, or lack of, will be dealt with as part of the affiliation process.

Each mission is a separate and autonomous legal entity. There is no overarching registered international legal identity that could draw the international body into a global lawsuit. The Board of Directors of CSI is not legally responsible for the operations of affiliated missions. The national accountability is via their own legal entities and the policies laid down by CSI.

Do you know what your legal identity as a CS mission is where this is allowed?

CSI Team Leadership Priorities

How is the legal environment of your country changing and developing? Whether your country has all of the legislation implied below, or will enforce it, what is the Godly thing to do as a Christian organisation of integrity?

MEMBERSHIP

Who are the legal members of the organisation who are liable and how is this membership secured?

LEADERSHIP ENGAGEMENT FORM

Do you have a system of engaging leaders and cross checks to ensure they are sound?

INSURANCE. \$M5-10 Public Liability Insurance

Do you have insurance? How is it applied? Where are copies of the policy?

CONDITIONS AND WAIVER FORM

Do all participants on camps, day trips, etc. fill in a form that contains all details and is there a waiver statement there for them to sign whereby they acknowledge responsibility?

FIRST AID

Do you have a first aid kit and is there someone qualified to use it?

CHILD PROTECTION

Does your nation have child protection legislation? Are you as leaders trained in basic child protection and is there a method to screen potential child predators?

DUTY OF CARE

Do you know that you have extra special responsibilities for those under 18 (or whatever the legally recognised age of adult consent is) and is there policy about this? Eg:

- All special events to have a well disclosed permission form to be signed by parents.
- Exclude Provisional drivers from driving under 18's in particular. If they do drive, be sure to set the speed of other drivers to suit them.
- Leaders should not leave under 18's unattended at the campsite or surf.
- People need to be legally contained in vehicles, even when off road.
- You will be held responsible according to your exhibited care and training. eg: first aid, insurance, coaching, etc.
- Build good relationships of trust with parents, never be secretive or avoid them. It may be that it is their friendship with you that prevents them from suing you!

FINANCIAL AUDITING

If you are a legal entity, are your finances independently audited by a non-family member and statements available to your membership?

A Responsibility for Prevention

PREVENTION is the best safeguard. Consider the following for you personally or your leadership team:

Consider the risk management for a grommet camp with 15 teenagers and 3 leaders attending. The area has a mix of reef and beachbreaks and your grommies are a mix of bodyboarders and shortboarders, some of which are still learning to surf.

You are on a camp and suspect some seedy characters have brought illegal drugs along, even though they all signed disclaimer forms stating they would not do as such. Halfway through the camp, one of the kids tells you he saw them smoking marijuana. What do you do? Some are under 18 and some are over 18.

You are at a CS meeting and some rough play is going on. One of the kids hits another with a newspaper a bit too hard and he retaliates with a punch and suddenly they are brawling. They won't listen to your words and are at risk of hurting one another. What now?

One of your male leaders has been showing too much attention to the younger girls at your meetings and some girls have felt uneasy when he hangs around the beach when they are getting changed. He has been offering to drive them home and take them surf coaching.

Child Protection

Have you screened your leaders as best as possible? It is usually enough to dissuade previous convicted offenders via a church reference and permission to run a police check.

- Complete child protection training as per your church or other organization may provide.
- Consider leader to child ration (1:6 ideal).
- Work in teams, don't be left alone, especially with the opposite sex.
- Observe the same sex counseling rule.
- Consider appropriate touch for appropriate ages and sexes.
- Choose games and activities suitable to the age, culture, gender and beware of embarrassment.

- Be aware of 'good' and 'bad' secrets...as a general rule never promise a closed secret.
- Publishing photos need parental approval.
- Electronic communication and social networking, beware of opening yourself to false accusation with texting, IM, Facebook, etc.
- Signs of physical, sexual, emotional, spiritual abuse. Sad as it is, one has to look for tell tale signs of physical bruising, emotional withdrawal, etc.
- Listen carefully but don't put words into kid's mouths.
- Report to the appropriate authority, this may be your key CS leader, your pastor, or a government department. It is NOT to be disclosed to the person claimed to have violated the child, even if the parent.

Consider the following:

You notice 14-year-old Katie is wearing a long sleeve hoodie all the time, even when it is warm and she has become quite withdrawn and nervous around the group, particularly when the male leaders are nearby.

It is revealed that a former CS leader had been sexually molesting some teenage boys on a CS camp 5 years ago and it has just gone public. You are confronted by the boys parent's solicitor who wants to know what precautions your organisation took, what are you able to say?

One of your male leaders drops four youth home, and the last on the route is a young girl. The next day on Facebook she claims that this leader was creepy and tried to touch her, but you know she has been keen to gain his affection all the time and he has been resisting her.

Discrimination and Vilification

VILIFICATION: The act of speaking degradingly of others in order to provoke violence against that person.

RACISM: The act of discriminating against a person according to race or culture.

DISCRIMINATION: To show a difference in treatment to others according to some difference whether it be race, sex, religion, sexuality, even surfing (bodyboarders, surf skis, beginners, etc).

All leaders in first world nations need to be aware that you can be prosecuted by the Anti-Vilification Bill and the Anti-Discrimination Act, simply from the words you speak. This is particularly true when you are teaching others. If the requirements of the law are contrary to God's law, then and only then, may we 'disobey' the law to stand for God's law. This is currently tricky when the issue of homosexuality is discussed. There is a clause that allows religious groups to maintain their views even when they contradict current law, BUT YOU MUST NOT BE SEEN AS BEING AGGRESSIVELY PUTTING DOWN ANOTHER. John 3:16 teaches that God so loved the WORLD that He gave His only Son...we need to love at the same time as holding true to Biblical standards. There is much prejudice in surfing that has no Biblical foundation and we must discern what is simply cultural, or even worse is our own bias.

Consider the following:

At a surf camp the shortboarders have ganged up on the two bodyboarders and are harassing them endlessly. One of them also happens to be of another nationality and some racists remarks have been heard. How will you deal with this?

During a local CS meeting, one of the leaders makes an offhanded racist joke about a coloured boy. He intended it as a joke, but the boy takes it very seriously and that night you get a call from his parents. What do you do?

Finances

So many ministries suffer with finance. Usually it is a LACK of it, sometimes it is a MISMANAGEMENT of it. We need to deal with both. Our integrity as a ministry can be clearly seen by how we deal with finances.

HANDLING FUNDS

Have trainees brainstorm about what would be minimum financial policy suitable to their situation. Make sure they include the following.

- A Treasurer must be appointed and a simple ledger kept. Have all trainees look at a simple spreadsheet ledger and practice in it.
- A bank account is to be opened in the name of CS and be accountable to the national office.
- Some sort of audit of national accounts should be taken annually and submitted to the governing body.
- Be prompt with all payments.
- Be generous to give to the needs of others. You should consider supporting your CS worker and you may consider support of a local church, needy grommet, etc.
- As a volunteer based organisation, our overheads are at a minimum. Volunteers are just that, unpaid workers. Beware of starting to pay people unless you are going to be very consistent and payment is agreed upon by all.
- Be frugal in what you need to purchase for 'ministry.'

Consider the following:

You have someone collecting cash for a surf camp. At the end of the camp when costs are being reimbursed, you discover the person does not have the money, even though there was adequate funds. What do you do, and how could this have been avoided?

A large Christian business wants to make a significant donation to your organization. But before they do so they ask to see your annual audit for the past two years and talk with a national treasurer. Can you supply this? What can be done to meet this request?

Fundraising

Generally speaking, CS is a faith ministry, we trust God for all our needs from the income of the National Director through to the local club needing a new tent, we must trust God for this and then some common sense.

We believe we should fund raise in such a way that doesn't resort to worldly gimmicks or manipulations. We believe that our fundraising should enhance, not degrade, our reputation and ministry contacts. We believe we should be wary of becoming unequally yoked with secular monies that may cause us to compromise our gospel ministry. We believe that our participants should get the best value for money of any surfing organisation.

The following are some legitimate means of fundraising CS has used over the years:

- Charging a membership fee
- Making small profits on camps and other activities
- Doing a 'Surfathon,' 'Paddleathon' or similar to raise funds for a specific legitimate project
- Hosting a BBQ at some surf or community event
- Accessing grant from government agencies (evidence of being part of an Incorporated Body essential)
- Accessing grant from Christian Trust Fund
- Making needs known to church and Christian friends
- Doing practical service at church or community eg: car wash, sausage sizzle, etc.
- Producing some saleable product eg: surf accessory, boards etc.
- Freely given sponsorship

The following are fundraising activities need very special consideration and have potential pitfalls.

- Raffles
- Selling type schemes eg: AMWAY, Herbalife etc.
- Major secular sponsors who wish to control CS
- Government grants that somehow limit evangelism
- Secular professional fundraisers
- High profile people doing high profile fundraising who have unsure Christian testimony

Consider the following:

A large local company is offering to underwrite your Jesus Surf Classic contest, but they insist that their name will be the headline name instead of Jesus. It will make things a lot easier financially for you. What is the best course to go?

You need some funds to secure a tent and BBQ equipment, how might you go about securing this?

A local CS person has gained a lot of personal wealth in a pyramid selling scheme and wants to access the CS network to capitalize on profit making which he promises can fund the national movement. He has a proven track record as both a CS leader and in business. What do you do with his offer?

So in conclusion, seek to have legal and financial integrity and your ministry will flourish without fear of suffering backlash from the state for either intentionally or unintentionally breaking the rules.

This is a condensed version of a unit from the CS Foundations Training. You can have the outlines of both the Leaders Notes and Trainees Worksheets for this and other units by going to the affiliates password section of the CSI website: <http://www.christiansurfers.net/FilesLoqin.aspx>.

- 1.1 CS Fundamental: Vision, mission, core values, core strategies of CS
- 1.2 Leadership Issues: Character, style, stages, habit of Godly leaders.
- 1.3 Building partnerships with the local church and other ministries.
- 1.4 Developing and maintaining a leadership team, community and Kingdom culture.
- 1.5 Evangelism Content: Fundamentals and preparing a testimony.
- 1.6 Evangelism Process: Building relationships and recognizing stages of responsiveness.
- 1.7 CS Best Practices: Structure, systems, legal, finances requirements as per country.
- 1.8 The Surfing Culture: Trends, contextualization, values, and ways to effect culture.

Contact your national leader for password.

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