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# Christian Surfers *Mission Manual*

6<sup>th</sup> Edition  
(February 2019 DRAFT)

**Outline**

**Section One**

- a. Ministry History
- b. Why Christian Surfers?
- c. CS DNA Triangle (Who we are)
- d. Affiliation Model (How we belong together)
- e. Our Structure

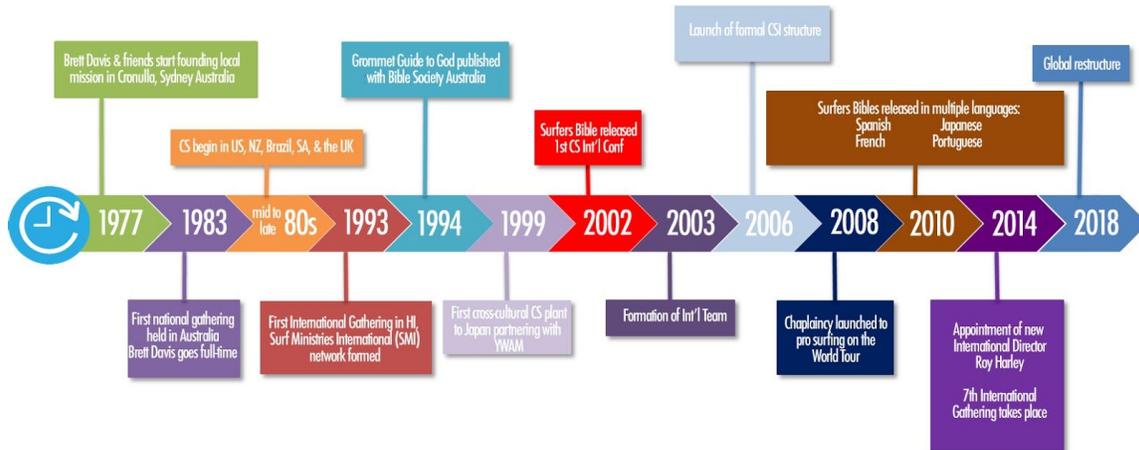
**Section Two**

- A. Workplace Policies
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- D. Accountability & Governance
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# Section One

## Ministry History

(Section One, A)



## Why Christian Surfers?

(Section One, B)

Surfers are a distinct unreached people group numbering in the millions. Surfing is one of the icons of our modern youth culture and has appeal beyond its participants and surf ministry spills over in its impact to the wider culture.

Surfers have unique potential as missionaries. Surfers are often at the leading edge of tourist development and have a pioneering heart. Surfers will sacrifice all kinds of comforts and are incredibly resourceful at getting into new places and mixing with local people. Many cutting edge surf destinations are in some of the most needy mission destinations on earth, and surfers freely move amongst them. These destinations are the emerging surf culture of the future and CS has potential to influence them with Christian values early in their history.

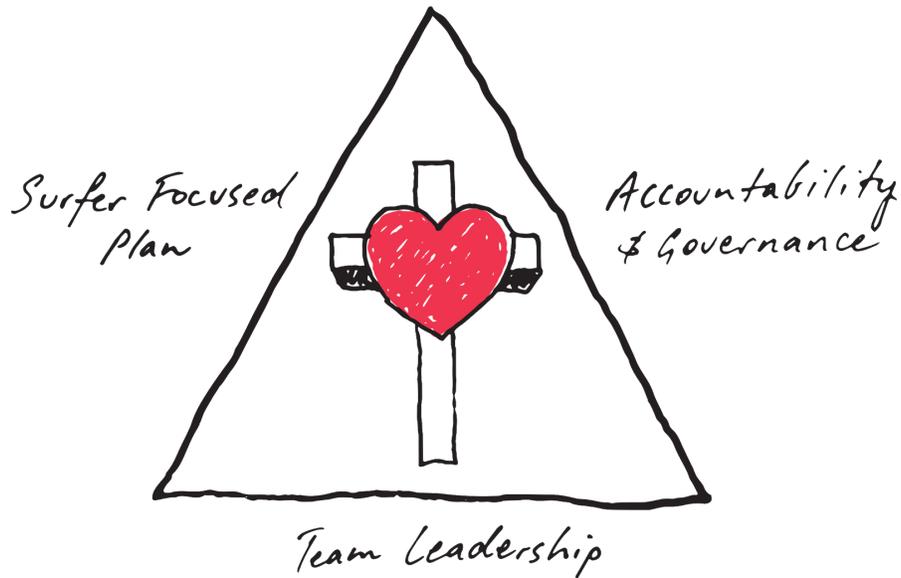
Christian Surfers offers a unique incentive and mission niche for a section of youth that otherwise may not find it in traditional methods and organisations; it is mobilising people in a unique way.

Christian Surfers became the world's first generic sports mission group that is fully networked internationally. We have since been able to lend our expertise and experience to other similar missions to youth subcultures.

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## CS DNA Triangle (Who we are)

(Section One, C)



Christian Surfers DNA is our indivisible level. It's the **four** fundamental self-replicating distinctives and characteristics that are found throughout every member and every level of our organisation.

We graphically represent this in what we call our **CS DNA TRIANGLE**.

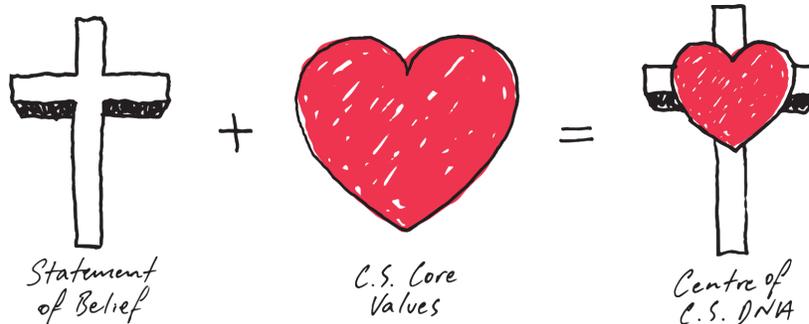
At the centre of the triangle are our **BELIEFS**, which influence our **VALUES**. Our beliefs and values in-turn determine our **PURPOSE** and this flows outwardly to our **BEHAVIOURS** represented by the three sides of the triangle.

**The Four Distinctives** are:

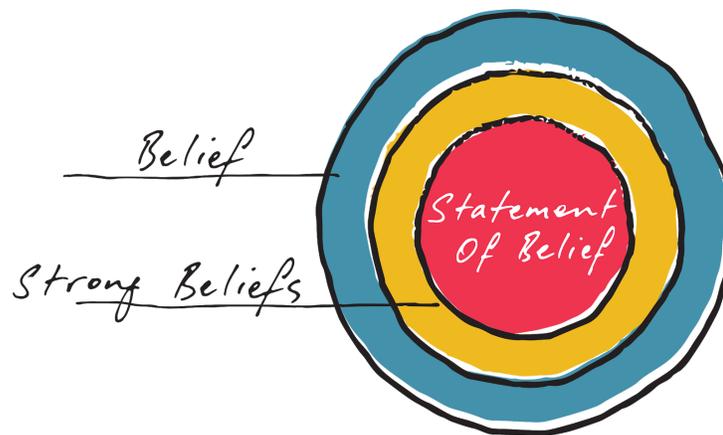
1. Jesus Centered
2. Team Led
3. Surfer Focused
4. Accountability & Governance

## 1) Jesus Centered

Whilst there are four distinctives, not all of them are equal. At the very heart of our DNA and at the centre of our movement is the first distinctive.



We all believe different things with differing intensity, the best way to explain this is to use the analogy of a dartboard. At the very centre of the dartboard is our Statement of Belief.



**BELIEFS:** Things we believe, or perspectives we hold, but we are comfortable with others in our organisation having a different perspective or position to our own.

**STRONG BELIEFS:** Those things we hold to be very much true, but we can still agree to disagree with someone else in our organisation who may see it differently.

**STATEMENT OF BELIEF:** Fundamental non-negotiables of our faith. Foundational beliefs. To disagree here means you cannot be part of Christian Surfers leadership. We are building off a different blue print. We don't have the same DNA.

*Rupertus Meldenius wrote "on the essentials unity; on the non essentials, freedom; in everything love."*

## **Christian Surfers Statement of Belief**

**God:** There is one true God, the Creator of the universe, including mankind. He eternally exists in the three persons of the Trinity - the Father, Son and Holy Spirit. Each person of the Trinity possesses equally all the attributes of deity.

**Jesus:** Jesus Christ is God, the eternal and living Word, who became man, being born into this world through the virgin, Mary. Jesus is perfectly God and perfectly human, united as one person. He lived a sinless life. Jesus died on the cross as our substitute, taking upon himself the punishment, which we deserve. By his death, Jesus made a once-for-all atonement for sin. We receive forgiveness of sins by turning to Him in faith. He rose from the dead bodily, and ascended into heaven and sat down at the right hand of God the Father. He is the only mediator between man and God.

**The Holy Spirit:** The Holy Spirit has come into the world to reveal and glorify Christ, and to apply the saving work of Christ to men. His fullness, power and control are appropriated in the believer's life by faith. Every believer is called to live a holy and fruitful life by the power of the indwelling Spirit. The Bible: The sole basis of our beliefs is the Bible. We believe the Bible to be God's infallible written word, fully inspired by the Holy Spirit. The Bible is our supreme authority.

**Humankind:** Humankind is created in the image of God. We sinned by disobeying God and earned death. All humankind nature is corrupt, and it is impossible for any people to make themselves acceptable in God's sight. Every person is in need of regeneration by the Holy Spirit.

**Salvation:** The salvation of mankind is wholly a work of God's grace and is not the work, in any degree, of human works, goodness or religious activity. God imputes His righteousness to those who put their faith in Christ alone for their salvation. As a result, God declares them right in His sight. Each person must be born again of the Holy Spirit and can be assured of their salvation immediately upon trusting Christ as Saviour. The Word and the Spirit of God alone are the basis of this assurance.

**The Church:** The visible church is the gathering of God's faithful saved people for the purpose of worship, edification, mission and use of gifts according to His word. Jesus Christ is the Head of his Church. God admonishes all His people to assemble together locally and regularly for worship, participation in Christ's ordinances, and the ministry of the Word for teaching, rebuking, correcting and training in righteousness.

**Our Commission:** Jesus Christ commands all believers to be involved in the making of disciples of all nations, baptising them in the name of the Father, Son and Holy Spirit and teaching them to obey everything Christ commanded. His purposes require that all worldly and personal ambitions be subservient to Him. This is true discipleship.

**Second Coming:** Jesus Christ will come again to the earth - personally, visibly and bodily - to complete and fulfill God's plan.

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## Values

Values are what you are in your core. It does not matter what is written down but by what is acted out. How we behave is an honest reflection of what we value and proves what we believe.

- We are ***Gospel-Centered*** and have a living and active faith in Jesus the Christ. The Bible is our authority and calls us to make disciples of all nations, baptising them in the name of the Father, the Son and the Holy Spirit. Through prayer and the guidance and empowering of the Holy Spirit, we seek to achieve our vision and mission. (Matthew 28:18-20)
- We are ***Servant-Hearted*** and deliver ministry based on relationships of trust, earned through humility, sacrifice and service. The empowering of others is our preferred operating model. (Matthew 20:26-27)
- We are ***People of Integrity*** and seek to live as authentic Christ followers that are above reproach, striving for unity, whilst celebrating our diversity. We seek to create a real *communitas* (community on mission) that is innovative, international, inclusive and deeply relational. We value partnerships that place the kingdom agenda above our own. (Titus 2:11-12, James 4:17)
- We are ***Inclusive***, we celebrate diversity in community. We are relational, partnering, international and open-source. (Galatians 3:28)
- We are ***Surfer Focused***, as such we desire to live life to the full, seek out the adventurous, fun-loving, risk-taking, innovators who would follow Jesus. We mobilise surfers to reach surfers using their surfing. We keep our surfing submitted to Christ as a servant not a master. We would rather risk failure than irrelevance. (John 10:10)

## The Purpose of Christian Surfers

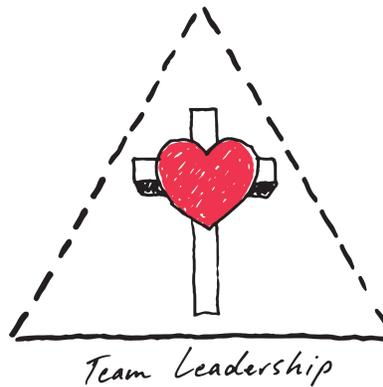
Our purpose is a combination of our ***Vision***, or compass heading, and our ***Mission***, or how we are choosing to accomplish our vision.

***Vision:*** *That every surfer and every surfing community would have opportunity to know and follow Jesus.*

***Mission:*** *We share the good news of Jesus with surfers, following Him together in community, enabling them to do the same.*

Everything we do in Christian Surfers should be measured against the statements above. If we are accomplishing this directive, we are succeeding in what God has called us to do together as a ministry.

## 2. Team Led

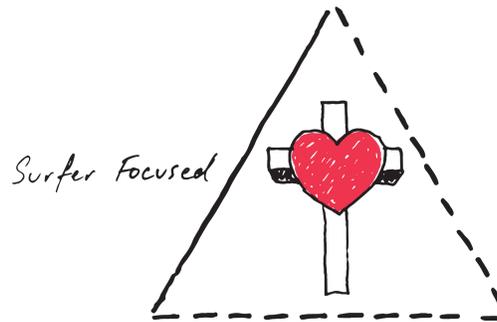


Our mission statement says we share the good news of Jesus together in community and empower others to do the same. Or we empower each other to create opportunities for our surfing community to know and follow Jesus. Fundamentally this means we build teams to achieve our purpose.

There is no right or wrong way to build a team and teams will change and morph and develop as the movement grows and more skills are needed. Each of your teammates will bring different skills and resources to help us achieve our goal.

All teams have a goal or objective. Your team's goal or mission, should you choose to accept it, is to achieve our vision, which is to create opportunity for every surfer and every and every surfing community to know and follow Jesus.

### 3. Surfer Focused



Being surfer focused is all about a plan of action to reach the community around you. You should evaluate your plan to reach your beach based on what you are doing to achieve the following two internal and three external strategies:

#### **INTERNAL**

**Equipping**: Choosing to create opportunities and platforms that empower our people to advance our mission. e.g. training, mentoring, resources, leadership development, spiritual disciplines, etc.

**Discipling**: Choosing to create opportunities and platforms that introduce and grow surfers in their life-long relationship with Jesus. e.g. local missions, Bible studies, camps, national movements, prayer, etc.

#### **EXTERNAL**

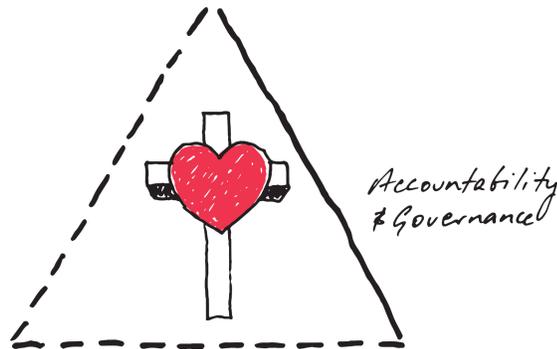
**Serving**: Choosing to create opportunities and platforms that enable us to meet the needs of our wider surfing community. e.g. chaplaincy, events, logistical support, emergency response, community development, etc.

**Connecting**: Choosing to create opportunities and platforms that will help initiate relationships. e.g. our personal surfing, media, movie nights, camps, outreach contests, etc.

**Partnering**: Choosing to develop relationships of trust where sharing and joining with others helps us to achieve our vision. e.g. local churches, mission agencies, surf industry, secular surfing organisations, surf media, alumni, Aleph, etc.

We will only know if we are succeeding in our plan if we measure how well we are doing in each of these strategies.

#### 4. Accountability & Governance



One of the sides of our DNA triangle is that of good accountability and governance. This is separate to operations or the actual work that CS does. There should be appropriate governance at each of the various organizational levels.

- **Accountability** involves being answerable to all an organization's stakeholders for all actions and results. Being accountable not only means being responsible for something but also being answerable for your actions.
- **Governance** refers to structures and processes that are designed to ensure accountability.

The minimum requirement to be fully affiliated with CS globally is to have a fully engaged board, separate from the operations team, that is registered with government (where appropriate).

Governance can pray, they can raise or manage finances, offer oversight and give guidance.

## Affiliation Model (How we belong together)

(Section One, D)

### Affiliation Levels - DRAFT

minimum requirements for each part of the CS DNA triangle

	Website	Flag	Voice	Vote	Estimated Number	Christ Centered	Surfer Focused	Team Led	Governance
Pioneer	Yes	No	No	No	20	Mission & Vision, Core Values, Statement of Faith, 5 Big Ideas	Wants to reach other surfers	Trying to gather a team	CSI Council will review appropriate Governance at this level
Affiliate	Yes	Yes	Yes	No	15	Mission & Vision, Core Values, Statement of Faith, 5 Big Ideas	Actively reaching surfers	functioning operations team	CSI Council will review appropriate Governance at this level
Voting Affiliate	Yes	Yes	Yes	Yes	20	Mission & Vision, Core Values, Statement of Faith, 5 Big Ideas	Reaching a wide variety of surfers nationally and internationally	Collaboration of teams led by operations team	CSI Council will review appropriate Governance at this level
Affiliate Under Review	Yes	Yes	Yes	No	1-2	Problem in one or more areas, after reaching full affiliate status, actively seeking resolution working with RC & AD. Recommended no more than 1 year in this level before disaffiliation or move back to level 3.			
Disaffiliation	No	No	No	No	0	Problem in one or more areas, after reaching full affiliate status, no resolution found after being "Under Review" for 1 year.			

**QUESTIONS**

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**COMMENTS**

Pioneer = single person who has expressed interest in starting CS, received some basic training and has been approved by RC

Affiliate = small team who is implementing a plan to reach surfers

Voting Affiliate = fully functioning, autonomous CS, mature, a national movement, etc.

Under Review = backwards step from full affiliate, reorganizing phase, showing positive steps to get back

Disaffiliation = backwards step from associate, long-term failure to fix issues or disinterest in correction

### Affiliation

Affiliation is the confirmation of a mission's ongoing commitment to our shared purpose and operating models. Affiliation is how we belong to each other and is our way of constituting our global family on mission. It is how our missions testify to each other that they remain committed to our purpose and way of operating. We have a common vision, mission, and value set, under which we fly our flag.

### Levels

- **Pioneer** – The first stage in development, where our Statement of Belief, Values, Mission and Vision are accepted and a plan is being formulated to reach surfers. Team leadership and governance are also being formed.
- **Affiliate** – Once the minimum standards are in place the local mission will reach Affiliate status. These standards are Jesus centred and team led, with appropriate governance and a plan to impact the surfing community.
- **Voting Affiliate** – When multiple local missions or teams are collaborating towards a common plan in a nation and have appropriate governance and unity on the essentials the mission will reach this voting affiliate stage.

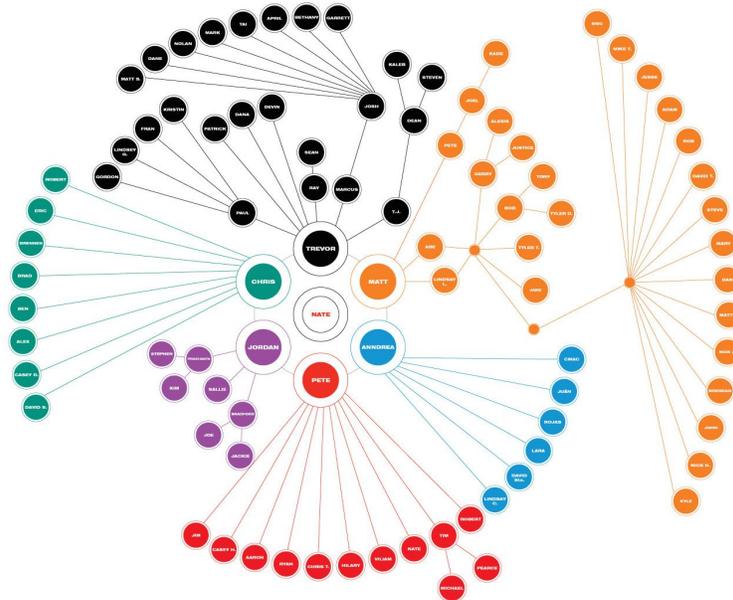
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- **Affiliate Under Review** – When one of the DNA Triangle areas is lacking, affiliates are placed in this tier, which seeks to assist them to address the issues and get back to being a full affiliate.
- **Disaffiliation** – If an Affiliate Under Review continues to move further away from our DNA essentials eventually this will result in them ceasing to be part of the ministry.

## Our Structure

(Section One, E)

Christian Surfers is a flat structure, where autonomously run missions choose to affiliate together under a common set of distinctives, forming the international movement with a united purpose. Together we are greater than the sum of our individual parts.



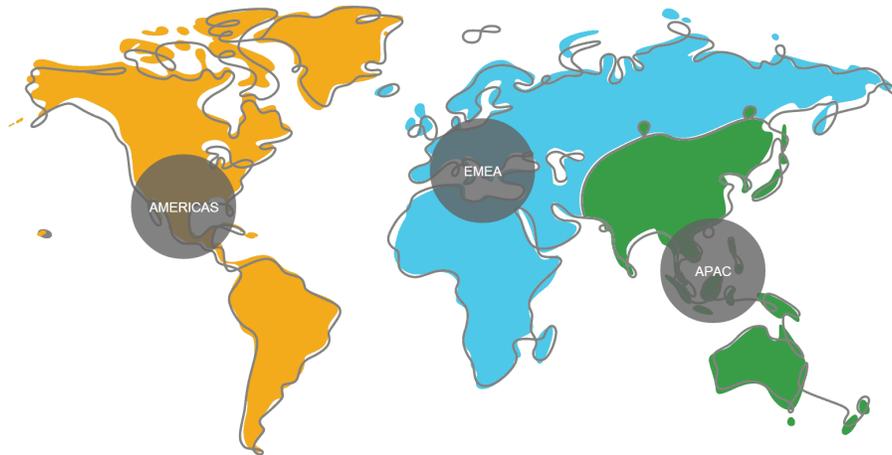
**CS International Council:** This is the legislative body for the ministry, made up of affiliated missions and the CS International Board. It decides on key objectives, strategic plans and approves the global budget. The Council gives the Global and Home Office Team a mandate.

**Global Leadership Team (GLT):** This is the executive body for the ministry. It carries out the vision and mission of the ministry and serves the Council affiliates. This group includes high-level geographic and strategic leaders, along with members of the Home Office Team.

**Home Office Team:** This team runs the day-to-day operations of the global aspect of the ministry. This includes everything from events to resources. They work closely with the GLT to serve the Council.

**International Director (ID):** The ID is elected by the Council and serves the organisation on a four year term. The ID is also a member of the Board.

**CSI Board:** The Board is made up of international members serving four year terms, who can then stand for reelection for additional terms. Board members are the executive of the company Christian Surfers and hold the Global Leadership Team to its goals and “big picture” mission objectives.



## **Geographic Leadership**

**Affiliates**: Missions who have chosen to belong to the shared distinctives of Christian Surfers. They are subscribed to a single Statement of Belief, Vision and Mission and who have organised themselves around this with a leadership team, appropriate governance and a plan to positively impact their surfing community with the gospel.

**Regional Coordinators**: The Regional Coordinator serves the affiliates in their region by encouraging and empowering mission to develop, in creating and networking equipping opportunities and encouraging Discipleship. They empower and encourage the development of teams to connect, serve and partner in the spreading of the gospel across their region.

**Area Directors**: The Area Director serves the Affiliates and Regional Coordinators in their respective Areas. The 3 longitudinal Areas are; Americas, EMEA (Europe, Middle East & Africa), and APAC (Asia, Pacific).

**Strategic Leadership**: Areas of non-geographic leadership such as Equipping, Partnering, and other strategies.

**Service Coordinators**: Teams that operate in non-geographic spaces such as Chaplaincy, Groundswell Aid, or other services.

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This ends Section One of the Christian Surfers Missions Manual  
Continue on for Section Two: Policies, Procedures, & Processes

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## **Section Two: Policies, Procedures, & Processes**

## Workplace Policies

### STAFF ONBOARDING

We recognise that each nation may have its own particular systems according to their own workplace legislation and legal structure. As a minimum, the following principles are to be considered for any fair and informed onboarding of CS personnel.

We recognise that CS personnel may be full-time staff (doing their own fundraising or paid for by CS body) or part-time staff (fundraising or paid) or volunteers (who give time outside of their 'paid work hours').

**Role approval** - all CS positions will go through a process to discern what, who, how and funding issues. In addition, creation of CS positions and filling of vacancies must be within approved budgets.

**Role accountability** - Each nation will have their own system of accountability and management.

Within the international structure, accountability will generally be to the recommending person shown above.

**Position descriptions** - to be documented and agreed prior to appointments commencing. They should include purpose, responsibilities, accountability, and authority.

**Working conditions** - to be documented and agreed prior to appointments commencing. Where there is financial reimbursement and vocational staff, such conditions typically include remuneration, fundraising expectations, hours, annual and sick leave entitlements, medical cover (if any), retirement provision (if any), place of work and notice requirements.

Flexibility of work hours and work life balance is important and CS will do its best to empower this. Working conditions will be benchmarked to relevant local conditions of the nation.

**Application** - As part of any leadership application, typical things to consider would be suitable police checks to be carried out, local church connection, a declaration of understanding of CS values and statement of faith, references.

For more senior leadership and funded roles, additional information typically is required to assess the applicants mental, physical, financial and theological health.

**Fundraising** - support-funded staff must meet their fundraising target before commencing work.

### PERSONAL FINANCES - WE CARE FOR EACH OTHER'S FINANCIAL NEEDS

CS is generally a not-for-profit, 'faith-financed' movement. We have limited funds to pay for roles or expenses related to those roles. All CS personnel are part of a greater team and in

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solidarity will do their part to support the financial development of the CS body (national or international) they are under for the greater good. The following principles are for funded staff.

**Training** - all support-funded staff will do well to complete some training in staff fundraising and CS could assist in paying for such training. A fundraising mentor will be a great asset.

**Accountability** - all support funds raised to go via a CS-managed bank account for transparency and accountability in keeping with the laws of their nation.

CS will abide by all relevant obligations to government, such as deduction of income tax and retirement provisions.

All support-funded workers should report to their personal support team on their personal financial circumstances.

In the case of international staff, funds will go through CSI specific accounts where they exist. If such an account does not exist in the country of residence, by specific agreement, funds could go through the national CS body of the country of residence. In this case, full disclosure should be provided to CSI and, if required by CSI, financial transfers made so that the funds raised, remuneration paid and any other costs (such as income tax and retirement provision) are recognised in CSI accounts.

**Enabling the mission** - typically a percentage of all support funds raised, determined by the appropriate CS board, will be retained by the covering CS body to assist in funding overall CS operations where this is a national policy.

When a support-funded worker leaves, typically CS donors are to be given the option of continuing their support of the relevant CS body.

**Financial wellbeing** - all workers, including part-time and volunteers, are to give proper consideration to their short and long-term financial wellbeing. CS staff are to work only the hours funded and, if volunteering in addition, their financial sustainability should be considered.

**Fundraising across other CS locations** - where fundraising overlaps with local, national or international boundaries we will communicate with transparency and humility. Our guiding principles will be:

1. God is able to provide all that he is calling his (CS) people to.
2. We will not view one another as competitors but partners in his mission, we are one Christian Surfers movement.
3. We will honour the fundraising systems, principles and donor relationships established in each area.
4. We will communicate honestly in advance with other CS leadership before additional fundraising takes place to avoid confusion and invite collaboration where possible.
5. We will work to ensure the success of one another and give support, contacts and

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advice where possible.

## **PROFESSIONAL DEVELOPMENT - WE ARE LIFELONG LEARNERS**

We commit to being lifetime learners in ministry, leadership and spiritual formation.

**Training** - CS locally and internationally will aim to provide intentional training at all levels within its structure and conferences.

**Professional development** - All key leaders will work with their immediate manager for a road map of appropriate professional development to ensure they are growing in their role.

**Personal study** - All key leaders, and especially funded staff are encouraged to pursue additional study and to seek formal qualifications relevant to CS or other future work so they are better equipped not lesser equipped for their future.

**Financial support raising** - in the case of funded staff, it is helpful for CS to provide fundraising training internally or via external body and they may consider assisting the emerging staff worker in covering costs related to this.

**Mentoring** - All key CS leaders are encouraged to have a mentor who will assist them in personal and professional development.

## **REVIEWS - WE DO OUR BEST WORK IN GOD'S SERVICE**

**Work review and feedback** - Regular discussions on work status and progress to be held between leaders whether local, national or international.

**Performance review** - For key leaders (typically national, international or funded staff) some kind of structured review of performance to be conducted annually, that will cover the worker's performance, capacity, role description and future plans.

Reviews are typically documented and discussed with opportunity to improve and be held accountable.

Reviews will be tailored to the level of responsibility and time invested. For example, less rigour and detail will be required for part-time volunteers than for full-time employees.

**Termination for poor performance or character issues** - Each nation will have its own policy for standing down leaders for breaches of work performance or character issues.

Typically, the person's manager will discuss and agree on the course of action with the person for their restoration if this is decided. This is preferred except in serious cases where immediate dismissal may take place. (see *Misconduct and Restoration* policy below)

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It is helpful that an appropriate person will facilitate an exit interview and the findings shared with the leadership team.

## **PASTORAL CARE - WE CARE FOR EACH OTHER'S GENERAL WELLBEING**

The worker has primary responsibility for wellbeing and CS must support that and not impede it, whether intentionally or unintentionally.

CS wants all workers to be able to provide for the spiritual, psychological, financial and physical wellbeing of themselves and their dependents.

For support-raising staff, it is helpful to have a support team recruited and meet regularly around the staff person. Cross-cultural staff to have a home-based support team.

All workers should be regular active members of a church community aligned to the CS statement of belief.

The spouse and family must be considered, and the impact of CS upon them. We want to be a healthy family on mission.

Areas that must be addressed that can impede a worker's wellbeing include:

- Where the role grows beyond the capacity of the worker in terms of workload, time required or personal capacity.
- Where the role may change due to the nature of the ministry and the worker is no longer serving to their strengths.
- Where the worker's capacity has outgrown the role.
- Where their financial support is no longer viable to sustain the worker in this role.
- Should there be a significant breakdown in health (spiritually, morally, relationally, physically, psychological) an emergency support team will be formed involving local church, CS, support team (where they exist) and other specialists as needed.

## **CLEAR EXPECTATIONS - WE AGREE ON THE WORK AND CONDITIONS OF EACH ROLE**

**Long serving workers** - CS needs to ensure long-term staffers are encouraged to plan and prepare for retirement and consult with their own support team.

Depending on national workplace requirements, it has been found helpful that all workers may take sabbatical leave after a long number years of continuous service. Additional professional development leave will be granted where appropriate.

**Work priorities** - to be identified and agreed with each worker and reviewed at least annually.

## Moral Policies

### **MISCONDUCT AND RESTORATION - WE TAKE MISCONDUCT SERIOUSLY AND WILL DO ALL WE CAN TO ADDRESS AND RESTORE OUR PEOPLE.**

We recognise that our people are our greatest asset. However these same people, including our key leaders, are flawed human beings with the potential to cause all kinds of pain to themselves and those they lead. This policy is to cover situations where leaders may fail in some area of life whether sexual sin, workplace harassment, marriage breakdown, financial indiscretion, spiritual abuse, etc.

1) We believe in grace and restitution rather than either extreme of judgment and banishment or compromise and tolerance. We recognise in the gospel, and in the life of Jesus, this value of calling people to become all God wants them to be by dealing with their failings and replacing them with renewed relationships and practices. Our gospel is one of reconciliation and restoration to God and others, anything less...is less.

2) There must be clarity about the offence. As per the biblical pattern of approaching the person directly, then with at least one witness, then bringing this to the wider body. In this case, CS leadership is that wider body. The level of CS leadership to be engaged is to suit the seriousness and scope of the issue and person. It may be the CS national team or board, or a local mission level or even a global one. No person will be assessed without a fair hearing and a written summary will be made, ideally agreed to by both the person giving the offense and a key representative of the CS person or group affected. This is to be submitted to the relevant CS leadership team.

3) The person will be stood down from leadership immediately after the issue is made public and acknowledged by the CS leadership team. The length of time out is to be determined according to the seriousness of the issue and impact of the person. The related group of CS people impacted will be informed openly about the process, though details of the issues will be restrained to protect the person's confidentiality.

4) A supportive restoration team is to be appointed to walk with the person. This will consist of representation from their church, CS leadership team, supportive friends and other specialist where needed (eg: counsellor, mediator etc)

5) This restoration team will walk with the person to ensure they receive the suitable counselling or advice, hold them accountable as to the advice given, walk with them in whatever ways they can, and to give updates to the CS leadership level related to them. The key principle is that the person is not abandoned.

6) The goal is restoration. The team and the person will do all they can to have the issue dealt with and a roadmap for restoration with God, individuals and where appropriate their CS role, will be laid out. In the case where restoration to their former CS role is not suitable, alternative roadmaps to CS engagement will be explored.

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7) When the restoration team can give good evidence as to the person's process and restoration in the moral area, they are to submit a written summary to the relevant CS leadership structure with recommendation about restoration to the former role or some alternative. Where the process has not been successful an alternative recommendation will be made.

8) The restoration, or lack of, is to be processed with the wider group initially informed, then made public, and any questions dealt with by the restoration team.

9) A representative of the team will check in monthly with the person to monitor how they are walking in their restoration, or lack of (in which case opportunities for change is still on offer), for the following year.

## **RESOLVING CONFLICT - WE ACT IN GOOD FAITH TO PRESERVE UNITY AND INTEGRITY**

While harmony and consensus are desirable goals, peace at any price is not. It is the policy of CS to favour and promote a biblical approach to dispute resolution, such as the process outlined in Matthew 18:15-35 and other passages. In all communications, workers should be careful to honour the role and responsibility of their leaders who serve under God.

### **Goals**

- That CS staff and volunteers would commit to and practice biblical principles of communication and conflict resolution.
- That we would strive to maintain unity, through honest, loving communication in difficult situations without gossip or backbiting.
- That we would encourage and support one another.

### **Process Guidelines**

1. First, before involving anyone else, go directly to the person you have offended or who has offended or created conflict with you. Reflect prayerfully, identify the issues, think of possible solutions to the problem, and consider your own responsibility in the conflict.
2. Organise to meet as soon as possible at an appropriate time and place.
3. When you meet, be prepared spiritually by having prayed. Share in a caring manner the conflict as you have identified it from your point of view, using the "I" statement instead of "you" is helpful. Then, listen carefully and seek to understand the other person's point of view on the problem. Brainstorm together on possible solutions to the conflict and come to an agreement on resolution.
4. If resolution does not seem possible, and it would help to have a third party involved, ask a peer, mutual friend, or next level leader for assistance in the process. Work through Step I, II, and III again.
5. If you are still dissatisfied, present the problem in writing to your immediate manager who is not involved in the conflict.
6. If the problem involves a high level leader at the international level the board may be asked to appoint a mediator to act on their behalf and hold the process accountable.

**When procedures do not apply**

The procedures will not apply when one party behaves in such a violent, intimidating or unreasonable manner that the other party could not be expected to sit down with them and go through the procedures.

## Financial Policy

### General Policy Statement

Christian Surfers is dependent upon the contribution of time and talent from its supporters. It is necessary for the ministry to provide for the reimbursement of out-of-pocket expenses incurred in conducting the mission and vision of the ministry. It is the intent of the ministry to fairly compensate the volunteers and staff for their out-of-pocket expenses while exercising fiscal constraint with its supporters' funds.

### Scope

This policy is designed to cover all volunteers and staff while engaged in authorized CS work. The principles are to be followed and, depending on the level of governance, how specific these policies are to be adhered to. Only the appropriate governance is authorized to make exceptions to the following policy / guidelines and such exceptions should, whenever feasible, be made in advance of incurring any pertinent expense.

### Liability

If any volunteer or staff, incurs a liability that is greater than the funds so budgeted, or incurs a liability in excess of the amounts allowed by this policy, such liability may be the personal obligation of the individual responsible for incurring or authorizing the liability.

### Miscellaneous

Reimbursement for reasonable and necessary expenses not otherwise described by this policy may be allowed when fully documented and explained. CS management has the authority to approve any such reimbursement not specifically addressed in this policy, but deemed necessary in the conduct of ministry business or caused by extenuating circumstances.

Ministry expenses include, but are not limited to, private auto, airfare, rental cars, lodging, business meals, and office expenses.

### Reimbursement Guidelines

- All requests will be received in a timely manner, with all appropriate forms and receipts attached.
- Requests will be approved and submitted for payment by different individuals.
- Payments will be sent in a timely manner.
- Christian Surfers reserves the rights to reject or modify the payment to comply with these policies.

### Donor Confidentiality

- All information regarding donations is handled confidentially.
- Christian Surfers does not lend, exchange, rent, or sell our donor list with other organizations.
- Staff that handle your personal information while processing donations are required to keep this information confidential.
- The fund holder of the account will be made aware of the contribution, unless the donor

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wishes to remain anonymous.

- Contribution information in the aggregate will be made available to managers for their analysis.

## **Internal Controls**

Christian Surfers aims to not only to adhere to the law, but also hold itself to a higher standard. This list and explanation of internal controls are designed to keep the ministry at that standard.

- All payments must have 2 signatories. No signatory can approve a payment for himself or herself.
- Documents with sensitive financial data will be used for their stated purpose only and destroyed after use.
- The ministry should receive multiple quotes for purchases made above a set threshold.
- Financial reports and records are to be made available to the appropriate governance body.
- Organizational spending will be kept in strict adherence to the financial policies.

## **Fundraising**

- All fundraising documents must be as accurate as possible, as the claims made can be legally binding.
- Avoid using misleading photographs, exaggerating numbers and over-promising the impact that the donor funds will have.
- When using data tables, use the most recent data, or specify the date of the data.
- When dealing with estates or other large donations, be sure to advise the donor to seek legal counsel before accepting the donation.

## **Gift Acceptance**

- Once the ministry has accepted a gift, it becomes the property of Christian Surfers and the donor ceases to have any decision-making power regarding the gift assets or their disposition.
- Christian Surfers will not provide accounting advice to donors.
- CS shall not pay a finder's fee for any gift or as a condition to receiving a gift.
- Christian Surfers will process all gifts in a diligent and expeditious manner.

## **Restrictions**

Gifts restricted for a specific purpose by the donor will be reserved for that purpose in keeping with the wishes of the donor, provided that the specific purpose is consistent with the priorities, objectives, and financial resources of Christian Surfers.

## **Declining Gifts**

Christian Surfers may decide that accepting a gift is not in the best interest of the ministry. Reasons for declining a gift may vary, but it is important for the leadership to make a determination.

## Governance

### Purpose of Governance

Any organization within Christian Surfers should have appropriate governance. Governance exists to steward the organization's purpose and integrity. It guides the ministry and supports the leadership to achieve the full potential of the mission.

### Organizational Structure

- All CS organizations should have a founding document stating the outcomes it has been established to achieve, its structure and its governance model.
- The role of the governance body is clearly defined and distinguished from the operations team.
- Independent directors are to operate consistently with the CS Mission Manual.

### Process

- Directors are appointed as defined in the founding document.
- The governance team meets face-to-face at regular intervals.
- The ministry leader reports face-to-face to the governance team at regular intervals.
- Meetings of the governance team are documented; including what was discussed and decided.

### Supporting the Organization's Purpose

- The governance team understands the organization's purpose.
- The governance team ensures that the purpose is understood and supported by the ministry leader.
- The leader decides the strategies; actions and resources (Plan) required to achieve the purpose and explain this to the governance team.
- The governance team and the leader agree to the Plan.
- The leader reports to the governance team regularly to report on progress on the Plan, and on any other significant matters affecting the organization's purpose.

### Supporting the Organization's Integrity

Through the ministry, the governance team makes sure that the organization has and follows an integrity model setting out the way it works, including:

- Looking after the culture and brands so that they support the organization's purpose.
- Observing the requirements of the founding documents and Missions Manual.
- Observing all requirements of local law.
- Identifying and insuring against risk.
- Managing relations with other organizations to ensure that they support the organization's purpose and integrity.
- Using appropriate practices for recruiting and managing staff and volunteers.
- Avoiding obligations which it is incapable of meeting.