

ESA

Country Ministries

Policy & Procedure

Camp Leaders Manual 2012



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Introduction

Introducing ESA

ESA Country Ministries is an organisation which has been working with many different evangelical Churches, Organisations and individuals in rural Victoria since 1883. ESA seeks to help others by **Equipping, Serving & Assisting** country people in their ministries. Camping is one way ESA serves these people. As a Christ centred organization, ESA endeavours to present Christianity in a well-balanced manner to all who contact the organization or meet its staff and volunteers.

The ESA Central Office is located at 53 Nihill St, Alexandra. However the work of ESA extends throughout country Victoria, with Regional Staff Workers located in strategic rural places to assist with ministry alongside local churches.

ESA's camps are designed to promote the spiritual, social, mental and physical development of the campers. ESA camps are a lot of fun, combining games, activities, adventure, socialising, worship and learning from God's word. ESA camps play a very important role of fellowship for many isolated young people from country areas.

ESA's Vision statement

In fulfilling its part in the great commission, ESA Country Ministries is committed to a unique work of evangelism and disciple making in country communities so that people will come to Christ and grow to be effective in the life of the church.

ESA's Mission Statement

In partnership with God's people, ESA Country Ministries will send and maintain country-based workers to serve alongside the church with youth and families' focused ministry through:

Evangelism Disciple making Camping Training

ESA Staff Representatives

ESA Country Ministries have paid staff and volunteers to run Christian camps at various locations around Victoria in a professional manner. We seek to identify potential Leaders and encourage them to develop their gifts and grow as Christians and in Leadership. With all of this in mind, we:

1. Provide Leadership training for Directors and Leaders, including Directors & Leaders manuals.
2. Select Directors for the camps well in advance and assist in forming their Leadership team.
3. Review and update policies governing the running of the camping program.
4. Review and guide the direction the camping program is taking.
5. Provide prayer support for each of the camps and Directors.
6. Are available to provide experienced advice and resources.



The Aims of Every ESA Camp

- o Teach the gospel and Lordship of Christ as a basis of faith and a way of life.
- o Enable people, especially those from country areas, to come together to enjoy Christian fellowship.
- o To have a whole lot of fun in a safe, loving environment.
- o Provide an environment to develop and help meet the needs of the total person : spiritual, mental, social, emotional and physical development.
- o Provide follow-up and discipleship opportunities for Leaders and campers.

The Leader

Important characteristics of a Leader should be:

Spiritual Commitment

- o Has a growing relationship with God.
- o A growing knowledge of the Bible as the word of God.
- o Attend church regularly and is active in the ministry of the church eg youth Leadership, cell group etc.

Doctrinal Stability

- o Have well-formed Christian views on issues such as, smoking, pre-marital sex, drugs, gambling, the occult etc.
- o Able to set aside doctrinal differences that can cause division such as: modes of baptism, speaking in tongues, nature of the Lords Supper etc.

Good Relationship to others

- o Awareness - of needs of others around you.
- o Cheerfulness - without sulkiness and grouches.
- o Co-operation - you cannot go your own way and be part of a community even when carrying out the plans of others. You need to work as part of the camp team.
- o Dependability - do what you say, when you say you will.
- o Empathy - "put yourself in their shoes", try to understand how the camper feels.
- o Personable - gets on with campers and other Leaders.
- o Striving to understand the culture & community of campers
- o Have influence (Has respect for & from other Leaders and campers).
- o Practical & loving attitude. □ Stable personality.
- o Self-disciplined. □ Humility, servant attitude.
- o Shows no favouritism. □ Enthusiastic - positive attitude.

Knowledge of ESA camps

- o Know, understand & agree to ESA aims and goals (as in the Leaders Agreement).
- o Understand the role of camping and the aims set down.

Commitment to ESA camps

- o Assist the Director, ensure smooth running of camp.
- o Remember it's the Campers party not the Leaders, but have fun.
- o Be a friend and provide Leadership to campers.
- o Watch hygiene during camp, especially with food & cleanliness of cabins etc.
- o Encourage team unity throughout the camp.
- o Discipline - Follow the Director's lead, inform the Director of problems with campers.

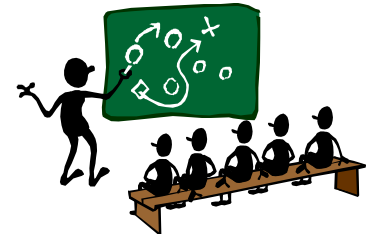
Planning the Camp

Preparing to be part of the Team

Camp Leadership Team

An ESA camp Leadership team needs a mixed range of:

- o Leadership experience
- o Personalities
- o Ages
- o Spiritual gifts, skills and abilities
- o Gender
- o People from different churches



You need to be aware that different Leaders will have specific roles; others will have more freedom to spend more time directly with campers. See table 1 for possible roles within the Leadership team.

Table 1 Possible Leadership Team Roles

Team-member	Role
ESA Staff	Assist the Director, Oversee WWCC's and deal with emergencies as per ESA policies
Director	The person responsible for all aspects of the camp. Keep them informed of your progress and any concerns you may have. Support the person in this demanding role.
Assistant/ Deputy Director	Helps the Director and can take over to give them a break.
Study Leader	Research, prepare and present studies. (compiles the study book if used)
Pastoral Carers (Camp Parents)	Someone older, usually a husband and wife, their role is comforting and encouraging campers, Leaders, and supporting the Director.
First Aid	Take charge of campers when injuries and sickness occurs. They also manage the medication of individuals. <i>A first aid kit must also be taken with them on excursions.</i>
Music	Coordinate music team & worship times. They also consider the suitability of songs for the age group of the camp <i>and keep a record of songs used (for copyright purposes).</i>
Outdoor Activity Leaders	Suitably qualified and experienced Leaders for activities. We may use outside organisations for specialised activities
Small-group & Lodge-time Leaders	<u>All</u> Leaders need to be prepared to be involved and/or run small-groups as part of the Bible studies and lead or participate in lodge-times.
Games & Activities Leaders	Leader specifically in charge of games and activities for the whole group. All Leaders need to support and assist these Leaders when running games. These Leaders will also have prepared extra games in case the program is changed at short notice. It is an advantage if all Leaders have one or two games or activities they can run during the camp to assist these Leaders
Grow group Leaders	Leaders to organise and run a time of answering question raised by campers with biblically relevant answers. This group is optional for campers.
Others	Prayer support coordinator, Meals Coordinator, Leadership training provider



Leaders must be people who are seeking to serve Christ, are trustworthy, responsible, flexible, committed, and good Christian role models.

Prayer support

Make sure you have people praying for you before, during and after camp. You may want to write a prayer letter. Let your church know that you are leading on camp so that the church can support you.

Leader's agreement

The Leader's agreement is designed so that Leaders understand the doctrinal beliefs and work of ESA, the need for tolerance, and to make a commitment to their personal behaviour and responsibilities on camp. The agreement can also help the Director to understand a little more about the Leaders. Leaders are expected to complete a new agreement every 5 years.

Working with Children Check

A current WWCC card is required for all Leaders over the age of 18 years. Please provide ESA with your WWCC card number on the Leaders Agreement (WWCC paperwork is available at most Post Offices) The ESA staff member on camp will check that all Leaders have a current WWCC.

Camp Application form

Each ESA Leader is required to complete a camp application form for each camp. (This is available on the ESA's web site or office) This supplies up to date medical, dietary and emergency contact information while you are leading on camp. Please indicate on this form that you are a Leader. If you are under 18 years of age, the forms will need to be signed by a parent or guardian. All money must be paid prior to camp at the ESA office.



Pre Camp team-meetings

Team meetings



There will usually be three team-meetings to attend before the camp. All Leaders are expected to attend all the meetings. (See table 2 below for an ideas of what to expect at the meetings.)

Table 2 What to expect at team meetings...

Meeting One	Meeting Two	Meeting Three
<ul style="list-style-type: none"> o Introductions/get-to-know-you games. o Learn Director's expectations and goals. o Finding out team talents, likes, dislikes, strengths and weaknesses. o New Leaders introduced to ESA and Leaders manual o Fill out Leaders agreement forms o Discuss studies. o Brainstorm program ideas/theme. o Understand Leader's fees for camp (min 60%) o Receive some preparation to do before the next meeting o Socialising o Pray <p>Prayer Partners: each Leader should have two or three people to pray for them.</p>	<ul style="list-style-type: none"> o Work out roles and responsibilities o Leadership training. o Plan out daily program. o Check safety requirements o Discuss Lodge-times o Pray o Discuss a discipline plan. o Materials needed - eg. Name-tags, pens, dress-up clothing o When to be at camp o What Leaders need to bring o Talk about Leaders meetings on camp 	<ul style="list-style-type: none"> o Finalise all aspects of camp o Every activity to have someone in charge o Pray, Pray, Pray o Ask Questions o Possible time for working groups to work on last minute planning o Plan what needs to be done when campers arrive (first impressions are big impressions) o Share some of your expectations of camp o Campers & Leaders allocated to lodges, duty teams & study groups o Write up duty roster o Write up daily program. o Name tags o Leaders to learn how to do the duties.

It is the Leader's responsibility to be available for meetings, to work on tasks before meetings and to communicate with the Director and other Leaders as required.

The final meeting is often the night before camp starts and/or the morning the camp begins.

Working with the whole team

Be aware of different personality types, different church backgrounds, different theological beliefs and different values. Working with different people can either be a celebration of diversity of gifts, or extremely tense & frustrating.

People with different personality types have differing priorities, needs, and ways of interacting with other people. As an example, even in something as simple as a team-meeting, there may be some people who need the meeting run according to a strict timetable, there may be others who won't feel satisfied unless they hear something about the personal feelings of those at the meeting, and still others whose concern is whether the budget will be met!

Work together as a team and understand that people do things differently, we are all serving God on camp not ourselves.



Leader's self-preparation

To be involved in Christian ministry we need to have a growing relationship with God.

Do you understand where your relationship with God is at the moment?

Understand where you have failed?

Been sleeping well the week before camp?

All tasks completed before camp that possibly could have?

Know what ticks you off?

What are the early signs of you not coping?

Have you communicated with the Director before camp enough for the Director to get to know you, so they can care for you during camp?

Have you got two prayer partners for camp, people that know your responsibilities on camp and the areas that you may struggle with the most?

Know what your Gifts and abilities are?

Leadership training

ESA runs Leadership training on several weekends a year. If possible, you should attend some Leadership training run by either ESA or another recognised Christian Leadership-training provider. See ESA's web site for training dates or ask the Director.

Training on what makes a good Leader and how to work well as a team is a continual learning process, even well-seasoned camp Directors and Leaders are still learning! So make sure you are open to feedback for your own personal growth. Refer to books in the references section and these verses. (Titus 1:6, 2Tim3, Joshua 1, Acts 1:24, 6:1-7, 1 Samuel 16:7)

Assistant/Deputy-Directors

ESA prefers new Directors to train as Assistant-Directors on several camps. This way, you learn a great diversity of Leadership styles, judgement, skills and ideas. Assistant-Directors should be involved in every aspect of the camp, especially the planning and decision making before and during the camp. The Director has final authority when present; however the Assistant-Director assumes the role, responsibility and authority of the Director when a Director is unable to continue their role.

Training potential Leaders

The Director may chose to involve campers with Leadership potential into the Leadership of camp. This way, they begin to learn something of what it is to be a Leader before taking on the full responsibility of Leadership. Some of the things they could be involved in are running games or co-leading small study groups.



Developing the Program

Camp themes

Themes on camps are great for engaging campers and making the camp incredible, fun and memorable. They also provide linking points for the studies and discussions. The Director may lead the team in brainstorming a whole heap of great ideas, then narrow it down and focus on one idea that you can all work with.

SPIRITUAL INPUT

Studies evangelical focus

ESA places a high value on learning and growing through Bible studies and small groups. As a Leader there is an expectation that you will be actively involved in leading times of Bible study. You need to consider the type of people you are ministering to and how you can effectively communicate with them. ESA's Vision and Mission statement has two main goals : evangelism and discipleship.

Whatever format your studies take, they should address these two aspects of Christian growth. (eg 80-90% Christians - *discipleship*, 10-20% Non Christians - *evangelism*)

Study format

Some styles of studies you can have are:

- Study Leader-studies are done by a guest speaker.
- Small Group- Usually prepared booklets are used and Leaders take groups of five to ten through the studies.
- Study Leader/Small group- a mix of both the above (this has been the most popular with ESA camps and is very successful) with a study booklet.
- Studies led by different Leaders on camp, which revolve around a central theme.
- Study groups may have different levels or group needs.

Discuss this with the Director.

Camp Devotions & Leader Interviews

As part of the evening program there is often the opportunity for short devotions led by a number of the Leaders. These are a short focused time of additional spiritual input. The Director may also like to interview the Leaders so the campers get to know a little about the Leaders spiritual journey, and find application to their own life.

Study Books

The Study Books prepared for the campers can also include Quiet Times and / or be formatting for study groups. The study booklet is a great opportunity to provide for age diversity, e.g. include puzzles and crosswords for younger age groups.



Leader's study preparation

As a Camp Leader you should receive an overview of the studies before you get to camp so you can begin to prepare for questions and discussions that will arise.

Quiet times

There is usually a time for quiet-times in the program as this is an everyday part of a Christian's daily routine. Leaders should be prepared to help campers with their quiet times, as it is a new concept to many people.

Memory verses

Memory verses are a great way of letting God's Word soak through people's lives. Be creative and repetitious. It is better to learn one verse well than none at all. Putting the verse to a catchy song can be very effective.

Team Devotions

At Leader's Meetings each morning, devotions can be taken by the Director, Assistant Director, camp Parents, study Leader or any other member of the team.



Choosing Activities

The Program

- o The Director may structure the first half of camp more tightly with activities to give campers some time to get to know each other.
- o The program should be well documented with peoples' names next to each job - no matter how small each job is.
- o The Director should provide you with a copy of the program.
- o All Leaders should be prepared to be flexible with the programming.
 - o What if it rains?
 - o What if there's no snow?
 - o What if it's really hot?
- o Make sure designated Leaders have some extra games and fully prepared activities they can run if your planned program suddenly has to change because of weather or safety or some other unforeseeable event. Be realistic eg: camps run in mountainous areas in winter are sure to have some wet days.



Activity ideas

Some ideas for activities...

Bonfire
Progressive meals
Theme days
Newspaper games
Mini Olympics

Hunt the Leader, with a twist
Team-building activities (eg
Silver Bullets)
Scavenger Hunts with a twist
Acting out activities

Night games
Match game
Canoe water polo
Orienteering
Bush cooking
Parachute games

Free-time

Camps with young people can be incredibly intense & tiring experiences, especially when combined with physical activities, late nights and responsibility for camper safety. The Director may structure time off for the Leaders. At bed time follow the Directors advice, their job is also to look after you.

Lodge/Dorm Time

These times are an important "relationship building" time for lodge groups. They can include indoor or outdoor games, question times (e.g. hot seat) fuzzy bag decorating

Menu

If you have any special requests or ideas, discuss them with the Director. Some possibilities may include meals away from the campsite or a special banquet for the end of camp.

Budgeting

All camps have a budget that can be spent on the program discuss this with the Director.

Campsite

The Director should be able to tell you what facilities are available at the camp site.



Promoting your Camp

Camp flyer

Someone in the team will be responsible to design a flyer that can be sent to churches and posted up on noticeboards to market the camp.



Sponsorship Funds

If people in the church are unable to afford the full cost of the camp, ESA may be able to provide financial support. Contact the Director for details.

Camper letter

The Director will also organise a Camper Letter to be sent to everyone who will be attending the camp. This will include more specific program information on activities campers may be involved in, so that parents can consent to the camper's involvement. It will also include a description of what campers need to bring, and what they are *not* allowed to bring



Running the Camp

My part in the Leadership Team

Aim to develop relationships with Campers

- Aim to become accepted as a friend in a perfectly natural way. This will help to break down barriers and to win the confidence of campers.
- Get to know them. Each will have their own problems, hopes and fears that you can help with.
- Be a good listener, share their interests and be willing to abandon your own self-interests and desires. Above all, do not talk down to them or be condescending.
- Treat each camper as an individual, learn their names.
- Especially look out for the lonely or homesick ones.
- Be approachable.
- Be with campers as much as possible, especially at times when there are no organised activities.
- Avoid the tendency to be with other Leaders too much, eg. at meals, after meetings or on outings. Make use of hikes etc., to get near campers, take an interest in their hobbies, sports, school and their home life. When we take this interest they can see the love of Christ and this can have a big impact in their lives.
- Leaders should naturally form relationships that will lead them to follow-up and even disciple campers after the camp.

Leading a Room or Dormitory

As well as being the friend of the camper, a Leader is responsible for:-

- Discipline in the room eg. Lights out, cleanliness, punctuality for meals and roster duty.
- Quiet times and Devotions, depending upon your camp program.
- Demonstrating a Christian lifestyle.
- Getting to know and establishing a quality relationship with the campers in the room you are responsible for.
- A Leader is responsible to work in with other Leaders who are sharing the same room or dormitory and the supporting of each other in discipline, morale and general activities.

Team meetings

You will probably have a Leaders' meeting each morning or evening to go over the day's program and to check details of the next day's program, especially any changes. There should also be time for sharing and problem solving, discuss the key study points for the coming day. There will generally be a team meeting before camp to finalise a lot of details and encourage one another, it is very important to be at his meeting. Talk to your Director if you will be transporting camper with you to camp, so they know campers will be on site during this meeting time.



Involvement in the Program

Welcoming Campers & Parents

Be available to introduce yourself to parents when they bring campers. These people trust you with their kids! Offer them tea and coffee if you can as some of them drive a long way.

- Meeting them on arrival, settling them into their room, helping them to understand the meaning of camp and showing them around.
- Introducing them to other campers and Leaders. This will help them to feel at home.

Lodge / Room Time

There has usually been a time of sharing with those in your lodge. This is normally last thing at night, before the lights out time. This is a time to play some games, have some fun, start discussions on the day and the studies, and pray together as a group. Consider the time of day; aim to settle not hype up.

Some ideas for lodge-time...

Get to know you games	Up Jenkins
Make fuzzy bags	"Hot-seat"
Question/answer	Reading study notes

Study small groups

The small group experience is integral to ESA camping and provides another opportunity to develop relationships. These groups usually meet directly after a study has been presented. This allows further exploration of questions and issues raised in the study. It also provides you with an opportunity to pray with a small group of people about what you've learnt and how your life will change because of it.

Grow Group

Grow Group is an opportunity for campers and Leaders to address various issues that may have arisen as a result of the studies or particular spiritual concerns.

Leadership for Grow Group is usually undertaken by a particular Leader or Leaders, though when a Guest Speaker is involved, the Camp Director may seek his/her assistance.

Games and Activities

- Pre-planning should involve organising all necessary equipment, briefing Leaders of aims of the activity, gathering equipment. Make sure games and activities suit the location, building and age group.
- Be aware of the safety aspects of the planned activity.
- It is important that campers have a clear understanding of the rules before a game starts.
- Try to include all the campers, and run games that don't always have a winner.
- The Leader should establish an appropriate signal for gaining players' attention eg. 2 blows on a whistle, clap of hands etc.
- It is often a good idea to conclude evening games sessions with a quieter game.



Caring for Campers

Managing Risks

If you see any potential for injury in an activity inform the Leader in charge of your concern. If a camper is acting in an unsafe manner talk to the camper and ensure the camper stops the unsafe behaviour. Also inform the Director of what has happened.

After any accident

Report any accidents to the camp First Aid person; ensure the camper is attended to. See the Director or First Aid person to complete an Accident report form

Discipline and Camp Morale

At the beginning of camp the Director will make clear to all campers your general expectations of them and the standard rules for the particular camp site. Explain that these are for the benefit of all concerned. Good expectations are very important. Always remember you communicate your expectations through all that you do not just your words. So pay attention when the Director speaks to the group so campers know they should be listening too.

NB: These elements are very central to the way God deals with us as His children.

i. Physical Presence

Preventative discipline is being with campers, and assisting them in finding positive ways to spend their time. This will minimise potential problems drastically and contribute greatly to the effectiveness of your Leadership. I.e. initiate kicking the footy during free time.

ii. Leaders example

Campers will follow your example even if in the most subtle ways. Your life should show that you have the key to a good, fun time within the structure (rules) of camp. You are at camp as a mentor, encourager and friend of the campers.

iii. Fairness, Consistency, Sensitivity

In dealing with campers, always remember to be fair, consistent and sensitive.

iv. Discipline

Do talk about a recurring problem with other Leaders in your room/dorm, if it is a communal concern. Discuss problems with the Camp Director. Other Leaders should be able to encourage, support and guide you.

Things to Remember

- don't use physical contact
- don't lose your sense of humour
- don't make idle threats
- don't exercise authority which is not yours
- don't interfere with the disciplinary action of another Leader. If you are concerned discuss it later, when campers are not present
- don't ever lose your sense of compassion and concern for the camper.
- don't lose your temper
- don't ridicule the camper
- don't punish a child without a very sound reason



Final authority

The Director is the primary person responsible for implementing disciplinary procedures on camp. Where possible, help them to quickly bring seemingly minor issues to light. Help the Director by being attentive to problems and identifying the Leaders and / or campers involved to help the Director to ascertain the real problem, and work to resolve that.

If a camper is posing a safety problem to either other campers or themselves, the appropriate action is withdrawing them from the activity or camp. This means phoning the camper's parents or guardians to come and pick them up. This is the Directors job.

ESA Policies

ESA policies (Rear of this manual) have been established in response to the care and safety issues outlined above. Please keep this in mind as you supervise campers and support your Director in ensuring that all rules are obeyed by Leaders and campers.

Emergency phone numbers

The Director has a copy of local emergency numbers (ambulance, hospital, fire, and police) in the first aid kit.

Standard of Care

The standard of care ESA Leaders offer the campers is that of a reasonable and prudent professional. Reasonableness depends upon the type and kind of activity, the environmental conditions, and the participants (eg. individuals on medication, people with disabilities, minors). Whether or not you are a "professional," a court of law will hold you to the standard of care that a professional would provide in the camping/adventure situation.

Child safety

Many young people face very real and troubling problems and decisions. Not everyone on the Leadership team will have the skills to listen and help. Where a camp has camp parents, they can take on a large portion of this role. Otherwise, work out which of your Leaders has gifts for listening, and make sure you support them in what can be an emotionally troubling role. Be aware that most conversations are made in confidence. However, any disclosure of abuse must be reported to the Camp Director. ESA has a moral and legal responsibility to handle this information in a serious manner.

Note: if abuse is disclosed listen to what the child wants to tell you, DO NOT conduct any form of an investigation, don't ask questions.



Safety (Risk) Management Plan

The Director may have developed a safety management plan for your camp and/or excursion activities during the camp. It is the responsibility of all Leaders to care for campers and other Leaders. If you see something that is unsafe, work to reduce the risk of injury and inform the Director.

Medical forms

Medical forms (of Leaders and campers) are to be kept with the first aid kit for the duration of the camp, then passed on to ESA Staff.

First Aid, Medication

All medication of minors (people under eighteen years of age) is to be handed to the appointed First Aider (must have at least a Level II First Aid Qualification) upon arrival to the campsite with an accompanying letter containing complete details of dosage, administration times, reasons for prescription, and relevant side effects and emergency contact number. This applies to junior Leaders as well as campers.

All medication is to be kept with the first aid kit or in a safe place, except when medication is required to be with the camper. Only qualified first aiders are to administer medication.

No medication is to be given without first consulting the person's medical form.

In the event of an accident or injury on camp, a camper accident form must be completed as soon as possible. Ask the Director or First Aider for this form.

Special needs camper

ESA is often contacted by the Department of Human Services (DHS) and other non-government organisations to take Special Needs Young People on ESA camps. They are often disturbed young people exhibiting behaviours that appear challenging and in some cases may place other campers at risk. ESA camps often provide these campers with love and attention that they find difficult to get anywhere else.

Ask your Director if there are any issues which campers have that you should be aware of. Remember that such information is confidential and is not to be shared with other campers. Don't treat these campers differently, show them God's love.

If you are struggling to lead a special needs camper always seek help from a more experienced Leader or ask them to take over the responsibility. Also talk to the Director about it.



Finishing the Camp

Concluding the Program

End of camp

The camp will probably have a special program for the last night. Each camp will vary in choice of activity and mood, but there will be some similarities in every camp. Here is a list of some of the things you can probably expect on the last night of the camp:

- Emotional campers
- Some might want to make a commitment (*This is best done on the second last night to allow more time for follow-up and take some of the emotion out of any decision made*).
- Campers wanting to stay up late
- Writing 'warm fuzzies'
- Counselling campers (The Director will set a time limit to care for you)
- You will have to be aware of and manage your own tiredness
- More excitement/hyperactive campers
- A later bedtime
- An emotional "closeness" on the last night, people not wanting the experience to end
- Younger campers will be more tired
- Disclosures of personal/traumatic information
- If you run lodge times on the last night, consider your choice of activities & your focus
- Consider how/when you'll get to bed yourself

The camp Director will set the time for lights out. You, as a Leader, need to follow their lead and go to bed when they say. Do not undermine your Director. Remember that you need to get sleep, especially on the last night. Many Leaders have to drive home the next day, often long distances. Staying up all night is NOT recommended. (Don't stay up late writing last minute warm fuzzies etc.)

Campsite Clean-up

A very important part of our Christian witness as Leaders is the respect we show for other people and other people's property at the end of camp. The Director or ESA staff member will inform the team of what needs to be done to clean the camp site. It is a good idea to have campers pack all their bags and clean their rooms (and have them inspected by a Leader) before they can leave the room for breakfast.



Continuing the ministry

Follow-up

Your role as a Leader won't finish at the end of camp. It's important to follow up on campers. But it is equally important to set good boundaries about how we follow up people, and target our efforts at follow up. Most of this section relates to Under 18's, but follow up is important for all kinds of camps.

So what is follow up?

- "A communication to show kids that we care,
- remind them of what they learnt,
- follow up on their commitment, and
- continue to encourage and disciple them."

You do not have to be "super-spiritual" to be able to disciple someone. You just need to care and be available. You are a disciple yourself, and often you will be challenged and encouraged, by God and through others who disciple you. You may find that you learn much from the person you are following up.

Due to Leader vs camper ratios, as well as the realities of our lives, it's not possible to have a big commitment or to be a big support. And that's ok. It's important to remember that ESA is not a church. A camper's local church should carry the bulk of encouraging and discipleship. Not all campers will want or 'require' lots of follow up. If you know that a camper is going ok it's not as vital to keep up with them. And there will be some campers for whom follow up is a vital part of their Christian growth. Some campers may need or desire ongoing support and commitment from a Leader. In this case, Leaders may fulfil the following role:

- o Provide a base of knowledge about the Christian faith (foundation)
- o Teach the starting blocks of prayer and Bible devotions (good habits)
- o Involve camper in a church that will encourage, teach & support them
- o Oversee a developing faith outside the camping environment

For our follow up to be effective we need to be TARGETED.

Boundaries are very important for follow up. It's not appropriate for a person to become dependent upon you, nor is it appropriate for you to commit to too much follow up and burn out. It is also important to be aware of Duty of Care issues, and transparent behaviour, in follow up.



To this end we have devised some suggestions for good boundaries for Leaders following up campers:

- o Same gender (e.g. female to female, male to male)
- o If you have been involved in a camper's first-time commitment, or re-commitment, then you DO have an obligation to follow up that camper.
- o If you are in lodges, split the campers in your lodge between the Leaders, so that you each have an appropriate load.
- o You need to be strong enough and honest enough to let a camper know if they are being too demanding of you. Some people are very needy, but you need to be able to say no when you are unavailable.
- o You need to be aware of Duty of Care and how that will impact upon your follow up.

If you are planning to write a letter/card:

- o You may attend church with some of your campers. It is still very special to them if you send them a letter
- o Here is an idea of timing (only a suggestion) for sending letters.
 - o 1st letter: between 1 - 3 weeks after camp . This is the most important letter.
 - o 2nd letter: if the camper has written back to you, then reply in time that you feel is appropriate (if, at this stage, the camper hasn't replied, you are free to not send a second letter)
 - o 3rd letter: it can be good to send a letter to a camper to remind them of an upcoming camp a couple of months beforehand, to let them know the camp information, if you'll be there, and to encourage them to attend.
- o Some campers will only 'require' one letter. Some may end up 'requiring' more. If you are unsure or want direction, please speak to your Director about your struggles with follow up (coz it ain't always so easy!).

If you are going to visit the camper:

- o Duty of care is important to be aware of. A good guide is to use the same measure of appropriateness as you use on camp.
- o If you are arranging to meet:
 - o Go to a place you can be seen
 - o Get parental permission (for under 18's)
 - o It's good to meet in an organised setting (e.g. Youth Alive, Christian event)
 - o At their home (ONLY if their parents are there)
 - o NOT at your home
 - o Think about it - if you wouldn't do it at camp, don't do it after camp



If you are going to email the camper:

- In this day and age, email is a HUGE way for people to stay in contact. This brings up issues of accountability, since people can speak to many different people on the internet and parents may not ever know about it.
- Ring the camper's parents, introduce yourself, and ask if it's ok that you communicate with their son/daughter via email. Then respect their wishes. This is not about going behind the young person's back. It's about being transparent to parents.
- It's fine to keep in contact via email, but be careful about your boundaries regarding email. This is the same for internet chat sites.

Follow up can take a number of forms. Here are some ideas of how to follow up on campers. Some ideas will be more suitable, depending on the age and stage of the camper.

- Send them a birthday card
- Let them know when the next camp happens
- Find a similar interest, draw a picture
- Any written correspondence can be brief
- Visit them at their church
- Meet them at events like Youth Alive, etc.
- Remind them of decisions they've made/memories of camp/funny things that happened
- Card, Bible verses, memory verses
- Stickers
- If you send a photo of camp, make sure it's only of you and them, with no one else in it (for privacy reasons)
- Tools for their growth (e.g. Every Day with Jesus puts out a new Christian's edition).

The Director will help organise and oversee who is going to follow up which campers and ensure that all campers have someone who is going to write or email to encourage them.

Parental permission

It is important to get permission from parents to spend time with their child in following them up. This is just as much a courtesy as it is getting permission. Each camper, in their application form, has consented to being contacted after camp by ESA representatives (i.e. Leaders).

Remember that letters are treasured by campers for many years. They are a powerful communicator of their worth and value.



Finishing as a Team

Team debrief

After the campers have left, the Director will lead a 'brief' meeting to discuss highlights strengths, weaknesses, victories as well as problems of the camp. This allows the Leadership team to finish together on a high note. The debrief allows you to thank God together, share together, debrief yourself, encourage each other, laugh & cry together, pray together, and finish together. The debrief assists in the refining of activities and helps in improving or deleting them from future programs. Your input here is valuable. Please aim to be honest and constructive in your feedback.

It's important that you give the whole camp and all that went on during the camp over to God. Give thanks for all the good things that happened. Pray for the other Leaders and campers, especially as they return to normality after an emotionally and spiritually charged atmosphere of the camp. Pray for the campers you will be doing follow up on. Pray for next year's camp. Pray for guidance on your involvement with ESA. Pray for peace and some time to be refreshed. Pray for continued learning and growing in your relationship with God.

It is an expected part of camp that you stay for the debriefing session.

Leader Evaluation

You will be asked to fill out an evaluation form and return it to the Director so that they can get feedback on how to improve the camp and their Leadership in the future.

Closing with Team Prayer

Spend time praying together for each other, where you're headed to after camp, the gifts and talents you've each brought to the camp and shared for the glory of God. Pray for the campers, safe travel back home when very tired, spiritual security and closeness to God. Listen to each other, and listen to what God is saying to each of you. Thank him for all the great things that have happened on camp. Relive some of the highlights and some of the low points. Make peace with each other and with God, and leave as brothers and sisters in Christ...

Thank you for your involvement in this special ministry with ESA!



References & Further Reading

Below are listed some books recommended to you by ESA field staff.

Leadership

Bolton, R. (1987) *People skills: How to assert yourself, listen to others, and resolve conflicts*. Simon & Schuster Australia, Roseville.

Preist, S. & Gass, M. (1997) *Effective Leadership in Adventure Programming*. Human Kinetics, Champaign.

Maxwell, John C (1998) *The 21 Irrefutable Laws of Leadership* Thomas Nelson Publishers

Maxwell, John C. (2001) *The 17 Indisputable Laws of Teamwork* Thomas Nelson Publishers

Covey, Stephen R (1989) *The 7 Habits of Highly Effective People* The Business Library

Speaking God's Words

Morse, K. & R. (1997) *Leading Better Bible Studies: Essential skills for effective small groups*. Aquila Press, Sydney.

Adam, Peter (1996) *Speaking God's Words: A practical theology of preaching*. Intervarsity Press, Leicester.

Understanding people

Michael Carr-Gregg & Erin Shale (2002) *Adolescence: a guide for parents*. Finch Publishing

Steve Biddulph *Raising Boys: Why boys are different - and how to help them become happy and well balanced men*. Finch Publishing.

Steve Biddulph (1994) *Manhood*. Finch Publishing.

Child Abuse

Child Protection & Care, Victorian Department of Human Services (2002) *Responding to Child Abuse*. Victorian Government Publishing Service. www.dhs.vic.gov.au/commcare

Games & Activities

Rohnke, K. (1989) *Cowstails & Cobras: A guide to games, initiatives, ropes courses & adventure curriculum*. Project Adventure.

Rohnke, K (1989) *Silver bullets*. Kendall/Hunt.

Rohnke, K (1989) *Quicksilver*. Kendall/Hunt.

<http://www.pastor2youth.com/>

http://www.geocities.com/cptdavid_2000/Youth2

Difficult Questions

Strobel, Lee (2000) *The Case for Faith* Zondervan Publishing House

Strobel, Lee (1998) *The Case for Christ* Zondervan Publishing House

Strobel, Lee (2004) *The Case for a Creator* Zondervan Publishing House

Zacharias, Ravi & Geisler, Norman (2003) *Who Made God? and answers to over 100 other tough questions of faith*. Zondervan

Ridenour, Fritz *So What's the Difference?* A look at 20 worldviews, faiths and religions and how they compare to Christianity. Regal Books



Available on the ESA web site www.esa.org.au/Leaders

username: camp password: esacm

ESA's Camp Leaders Manual

ESA's Camp Leaders Manual - **Games.**

ESA's Camp Leaders Manual - **Worship: what does the Bible say?**

ESA's Camp Leaders Manual - **Leading a child / young person to Christ.**

ESA's **Leaders Camp Response Form**

ESA's Camp Leaders **Agreement**



ESA Policies

Leaders

- a. Must be committed Christians
- b. Must agree with and sign the Leader's agreement, which includes:
 - An agreement to a Working with Children check
 - Agreement with the ESA doctrinal statement
- c. Payment of full camp fees (negotiable with Camp Director &/or ESA staff)
- d. Endeavour to attend of at least two team meetings prior to attending the camp

Working With Children's Checks

All Leaders must have a Working With Children Check.

Bunkrooms

Leaders on ESA camps will not sleep in the same rooms as campers. If this is not possible, then ensure there is more than one camper in the room, and preferably also more than one Leader in the room.

Budgeting

- a. 10 - 12% of each camper's fees are available for use by the Director & the Leadership team. However the following costs must be met by these funds:
 - Transportation (eg travel to snow, beach, National Parks and towns)
 - Entry (eg National Parks, mini-golf, ski resorts and theme-parks)
 - Hire (eg Skis, mountain bikes, golfing equipment and surfboards)
 - Equipment (eg Decorations for banquets and special themes)
 - Speaker (up to \$200)
- b. Food, accommodation, administration staff and first aid supplies will be paid for by ESA out of the remaining 88% of campers' fees.

Team Meetings

ESA encourages three team meetings prior to the camp; the third and final one being the night before and/or the morning the actual camp begins.

Music Copyright

- a. To comply with copyright laws we need to keep records of the songs we copy. These records ensure that distributing the license fee we pay is done fairly and correctly to those whose songs we have enjoyed. The record you make is sent by ESA to Christian Copyright Licensing International (CCLI) to be processed.
- b. Make sure they have the correct information about copyright included on the copy.



Qualifications

- a. Driving - drivers must have a full (not a probationary) licence to drive campers under the age of eighteen
- b. First aid - every camp must have at least one person with a minimum of an up-to-date Level II First Aid qualification
- c. Swimming/Water activities - Qualification required depends on the location please refer to ESA Staff.
- d. Climbing - must have ACIA (Australian Climbing Instructors' Association) accreditation
- e. Paddling - must have at least a 'Flatwater Instructor' qualification from the Australian Canoe Association
- f. Caving - must have appropriate caving qualification
- g. Hiking
- h. Sailing

Speakers

- a. ESA will provide speakers with the topics/Bible-passages covered over the last few years of the particular camp they are to speak at, including a copy of the study booklet where appropriate.
- b. Where possible, speakers will ensure a diversity of topics and Bible passages over the years.
- c. Not required to pay camp fee, and may be paid up to \$200 for preparing and delivering studies.

Camp Evaluation

Camp Directors will use their discretion in choosing how they will evaluate the success of their camp. It is preferred to use the ESA evaluation forms provided for both campers and Leaders. Leaders may also send a form directly to ESA.

Medical Forms

- a. Must be kept with the official camp first aid kit.
- b. Emergency Asthma management plans included with medical forms where appropriate.
- c. After camp these must be given to ESA staff.

Reservations (ESA staff will do all of this)

- a. A place on the camp is only reserved once the deposit has been paid
- b. The deposit is non-refundable if a camper chooses not to come
- c. Full payment must be made prior to the camp
- d. Applications close **two weeks** before camp unless



Privacy

- a. Captured images (eg video, photos, digital pictures etc) will not be used in any form of publication, be it print, sound, TV, digital, web or any other media without written permission from the individual(s) concerned and ESA.
- b. Personal information collected by ESA will not be shared or sold in any way to any other organization or individual.
- c. Campers' contact details may not be given to anyone without the permission of the individual(s) involved. If a camper wants someone's phone number, they must ask the person themselves.

Drugs

No drugs of any kind are permitted during an ESA camp or on a campsite being used for an ESA camp. This includes smoking and alcohol. Campers using drugs will be picked up by a parent or guardian and removed from the camp.

Statutory Clients of DHS

- a. Directors have full ESA support in refusing to accept DHS clients if they choose.
- b. ESA recommend no more than one DHS client for every four Leaders.



Leaders Camp Checklist

PLANNING THE CAMP

My place on the team

- Completed Leaders agreement, and posted it to ESA.
- Obtained a Working With Children Check and provided ESA with the card number.
- Aware of my financial responsibility (of full camp fees) to ESA.
- I have Prayer partner for while I'm on camp.
- I have special responsibility for _____

The camp program

- I have a copy of the Program
- Alternate activities planned for wet days etc
- I have a copy of the Study material
- Familiar with rules of campsite
- Aware of child safety precautions
- Before camp I am responsible for _____

Promoting our camp

- Advertising I have handed out fliers (and poster)

DURING THE CAMP

My Part in the Leadership team

- Supporting the Director and working with other Leaders

My Part in running the program

- Complete pre-camp tasks _____
- Have come prepared with: Sports gear Pens, scissors and sticky tape etc.
- I know what parts of the program I have an upfront role in and am prepared.

Caring for campers

- Ensure they have satisfactory equipment (eg. shoes, sunscreen, hats)
- Enough supervision
- Leaders dispersed amongst the group (at meals and in activities)

FINISHING THE CAMP

Concluding the program

- Help campers pack up.
- Camp is clean with no breakages.
- Camp keys & property returned.

Completing the circle

- Follow-up & Discipleship delegated at post camp meeting.
- Evaluation & suggestions for next camp.