

# ADULT LEADER'S MANUAL

2019



newhope  
baptist church

# DEAR LEADER,

What a privilege it is to serve God and others in 2019! Thank you so much for being part of the NewHope adult leadership team in 2019. Your contribution makes a significant difference.

Our vision to grow followers of Jesus depends on people like you, who are committed to grow themselves and grow others.

This manual is to support you in your leadership, and to help all our Communities of Hope be examples of best practice in all ways. Your interaction with all it contains will grow your leadership. Please keep sharing your feedback. We are keen to keep improving.

Together for Jesus,

A handwritten signature in black ink, appearing to read 'Danny', with a large, sweeping flourish at the end.

Danny Hunt  
Associate Pastor

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# **AWAKEN WONDER WITHIN YOURSELF AND YOUR LEADERSHIP**

Your actions, words and behaviours will effect how others see and experience God. Remind yourself of the wonders of Christ by looking at things through the eyes of a child. Remember what they were in awe of, remember what they had the innocence to believe, remember how they responded to new discoveries, remember the joy and wonder they experienced by looking at God's creation. Work against the cultural flow and ensure that wonder is kept alive in your life, constantly look for God's love, his grace and his potential.

Build a culture within your ministry area, where ideas and suggestions are pushed past the common and into the imagination of wonder. Set the next generation of leaders up for success, give them the ability to generate change and think big. As leaders, stir and disturb the imagination of those around you. Wonder and an understanding of God's potential is critical to advancement and progression.

# PERSONAL CHARACTERS OF A NEWHOPE LEADER

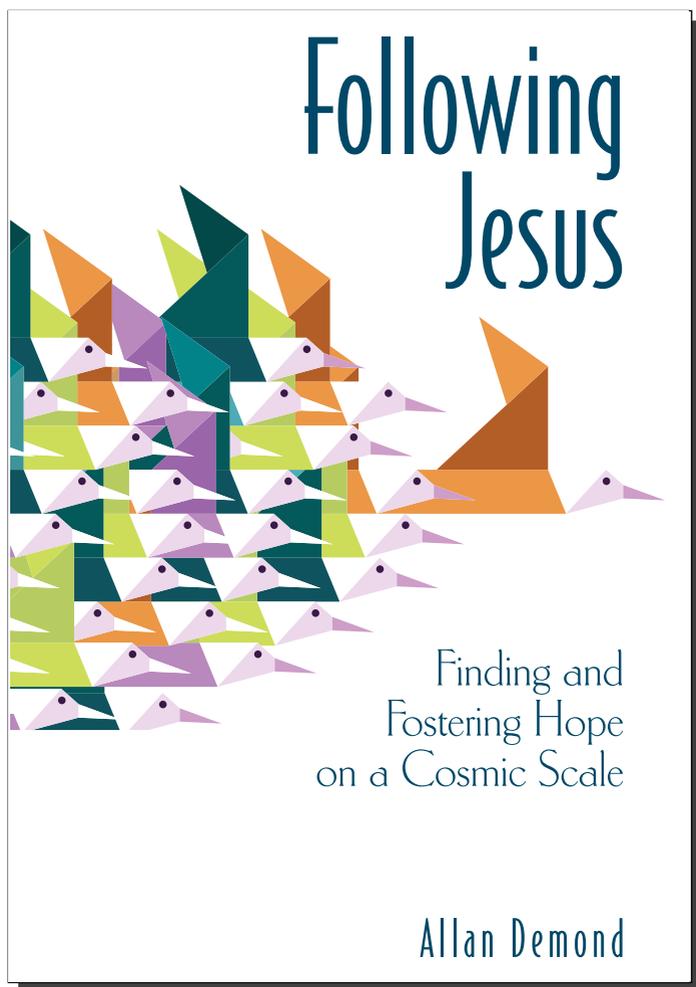
<p><b>PRAYERFUL:</b>  <i>1 Thessalonians 5:16-18</i>          Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus.</p>	<p><b>HUMBLE:</b>  <i>Philippians 2:3</i>          Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves.</p>
<p><b>PREPARED:</b>  <i>1 Peter 3:15</i>          But in your hearts revere Christ as Lord. Always be prepared to give an answer to everyone who asks you to give the reason for the hope that you have. But do this with gentleness and respect.</p>	<p><b>GENEROUS:</b>  <i>Deuteronomy 15:10</i>          Give generously to them and do so without a grudging heart; then because of this the Lord your God will bless you in all your work and in everything you put your hand to.</p>
<p><b>SACRIFICIAL:</b>  <i>Ephesians 6:7</i>          Serve wholeheartedly, as if you were serving the Lord, not people.</p>	<p><b>INTEGRITY:</b>  <i>Psalms 41:12</i>          Because of my integrity you uphold me and set me in your presence forever.</p>
<p><b>COUNTER CULTURAL &amp; COURAGEOUS:</b>  <i>Titus 2:11-12</i>          For the grace of God has appeared that offers salvation to all people. It teaches us to say 'No' to ungodliness and worldly passions, and to live self-controlled, upright and godly lives in this present age.</p>	<p><b>INTENTIONAL &amp; PASSIONATE:</b>  <i>Philemon 1:6</i>          I pray that your partnership with us in the faith may be effective in deepening your understanding of every good thing we share for the sake of Christ</p>
<p><b>PERSEVERING:</b>  <i>James 1:12</i>          Blessed is the one who perseveres under trial because, having stood the test, that person will receive the crown of life that the Lord has promised to those who love him.</p>	<p><b>USING AND DEVELOPING GIFTS:</b>  <i>Ephesians 4:16</i>          From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.</p>

# SPIRITUAL DISCIPLINES THAT WILL STRENGTHEN A LEADER

Your spiritual health is extremely important when leading and directing others. Invest the time and effort required to stay healthy in leadership.

1. Consistent time with God
  - Spend regular time with God in prayer and bible reading
  - YouVersion bible app
2. Keep Learning
  - Constantly be looking at ways to improve as a leader, read books, listen to podcasts, find a mentor, talk to your leader, attend conferences and leader training events
  - Personal growth must be deliberate, planned and consistent
3. Build Team
  - Develop new leaders and find an apprentice as soon as possible
  - Successful leaders look beyond the urgency of the present to the importance of the future
  - Spend time investing in the leaders of tomorrow, delegate and give away responsibility
4. Listen
  - Improve your listening: make time for people, find common ground, get to know people individually
5. Share your faith
  - Your ministry is an opportunity to expose non-christians to the truth of the gospel
  - As a leader you must be challenging, reminding and modelling out relational evangelism
6. Serve Others
  - Serve others and not yourself
  - Think of ways to reach out into the church and the community to serve in a variety of ways

We have designed an online tool, together with a simple booklet, to facilitate self-reflection and help you develop a personal growth plan for your spiritual walk. You might choose to do this alone or with a group of friends.



*'Following Jesus'* is a tool NewHope Leaders can use to align themselves with NewHope's vision and strategy.

You can purchase a copy of Allan's book online at [store.newhope.net.au](https://store.newhope.net.au).

# RESPONDING TO A CONCERN, ALLEGATION OR CONFLICT

We take all concerns, allegations and conflicts seriously at NewHope Baptist Church. We have procedures that outline our response to any issue or concern that arises with respect to our safe church organisation policy.

A Safe Organisation concern is anything that raises serious concern for a leader with respect to the safety of people in our care. This could include, but is not limited to, a complaint, an issue that a leader or volunteer witnessed, evidence of abuse, unsafe conduct or inappropriate behaviour of another leader. Leaders are responsible to know the policies, participate in relevant training and exercise wisdom. We are committed to being a safe place for all.

Our first response to a concern or allegation is completed by the leader who has had first contact with the issue. Their responsibility is outlined below:

- Provide immediate intervention / support as required (and appropriate)
- Take notes: what has occurred? Who was involved ?
- Is this a work health and safety issue? If so report to your supervisor
- For all other issues, report immediately to your supervisor

Your supervisor will follow the process through to completion, ensuring that they fulfil NewHope's moral and legal responsibilities.

# WHERE CHILDREN ARE PRESENT:

When children are present with their parents at NewHope they are under the care of their parent/guardian. (Unless signed into a program).

Incidental interaction with children in the building/these ministries can occur. Here are some expectations of leader and volunteer behaviors to adhere to in order to create a safe and appropriate place for all.

- In all roles where a leader or volunteer will have more than incidental contact with children, he or she will need to obtain and provide a copy of an appropriate and valid Working With Children Check or equivalent registration.
- It is the responsibility of the leader or volunteer to inform NewHope in the event that an interim negative notice or a negative notice is issued to him or her.
- In the event that a notice is issued, the leader or volunteer will be required to either temporarily or permanently stand down from his or her position.
- In the event that a WWCC expires or is revoked at any time, the leader or volunteer will be unable to continue in that role until a new WWCC has been issued to him or her.

## Provide Safe Touch

- The points here apply to both adults and children:
- Only touch neutral 'safe' zones - from shoulder to elbow on the outside of the arm. It is important not to touch below the top third of the back.
- Standing or sitting side on, rather than in front of, the person (outside of their personal space). This enables the leader or volunteer to remain close enough to provide physical comfort, but not so close that the person can 'drape' themselves on them.
- Avoid initiating touch when not in full view of others.

(Continued on next page)

- Ask permission eg. a crying child might not want a hug from you. Ask them 'would a hug help?' If the person is distressed a hug around the shoulders for 5 - 30 seconds may be adequate. And it is more appropriate than a frontal hug. What about 'huggers' eg. small child climbing onto a leader's/volunteer's lap? Rather than remove the child immediately, it may be wiser for the leader to allow the child to sit there for about 5 seconds, then remove them.

## Supervision

No leader or volunteer should be alone, one on one, with a child or young person. This includes in a car or private home.

The parent or caregiver is responsible for toileting their child.

(Information adapted from BUV Safe Church Manual 2014)

# FIRST AID RESPONSE:

Look for any immediate danger to yourself, the patient or those around you

- Check for a response from the person
- Send someone to find a staff member (first aid person), first aid kit and defibrillator - if required
- Apply first aid to the level of your training
- Call 000 if further assistance is required or if the situation is life threatening - DO NOT DELAY
- Follow the call taker's instructions
- Send someone to the main entrance / carpark to direct the paramedics

# MENTAL HEALTH AWARENESS

Mental health conditions are extremely prevalent within the community. As a leader within NewHope part of your role may be to support and provide pastoral care for those in need. We do not expect, or want you to do this on your own. We are not here to diagnose or provide treatment for individuals, we are here to guide someone in need to the appropriate help and support. Please ask your leader / supervisor for assistance if required. All pastors are available for pastoral care visits and NewHope Community Care also has qualified psychologists available for appointments.

## EVACUATION:

Evacuation maps and procedures are located around the church, and more specifically near the entrance of each room. Make sure you are familiar with the policies and procedures in the case of needing to direct people out of the building.

Under no circumstances would you be required or expected to re-enter the building once you have evacuated; your main purpose is to assist others out in a calm and quiet manner.

## NEWHOPE SAFE ORGANISATION POLICY

### PREAMBLE

We affirm that all people have the right to be emotionally and physically safe; to be respected; and to have their views and opinions valued at all times. We also acknowledge that our country legislates for people's safety.

God calls his body to minister to vulnerable people. God identified classes of vulnerable people who were to be protected and given special care and treatment in society because of their powerlessness (Ex 22:21-22, Deut 10:17-19, Jer 22:2-4, James 1:27).

The NewHope Safe Organisation Policy enshrines behaviours valued as part of NewHope's Leadership Culture:

- We always keep the Lord before us. (Psalm 16:8)
- We make it "safe" for one another so we can speak the truth in love.
- We have the honest conversations. We never shame one another.
- We make every effort to see things from the other person's perspective. We seek first to understand, then to be understood. We listen wholeheartedly.
- We seek to be reconciled rather than to prove we are right. We react in the opposite spirit.
- We recognise gifting, skill, diversity and calling, and we defer to one another often.
- We make certain everyone on every team knows: (a) what we are aiming to do together (vision), (b) what we want them to do (responsibility) and (c) who they must answer to (accountability).
- We speak well of each other at all times. We have each other's backs.
- We learn from failures. We reward personal growth.
- We are always trying to move the ball up the field. Every meeting ends with actions. Every week is punctuated with Sabbath. We keep each other accountable.
- We leave everything better than we found it - whether rooms we meet in, kitchen sinks, teams we work with, ministries we lead, people we talk to, etc.
- We celebrate people added to our width and depth added to our people.

This policy has been developed to help us live out our Biblical mandate and our responsibilities under Australian legislation.

**The NewHope Safe Organisation Policy applies to all Staff Members and Volunteers associated with any of the NewHope Organisations.**

## AIMS

The NewHope Safe Organisation Policy aims to:

- Ensure that all people are respected and valued.
- Minimise the risk of abuse, ministry misconduct and the misuse of positional power.
- Ensure that all cases of suspected abuse and ministry misconduct are handled thoroughly. Ensure that leaders, volunteers and programs are safe.

## COMMITMENTS

### 1. **Safe recruitment of Leaders and Volunteers.**

NewHope will screen all prospective Leaders and Volunteers before they are appointed.

### 2. **Adequate training of Leaders and Volunteers.**

NewHope requires all Leaders and Volunteers to attend role-specific training as required, including Safe Church (or SCTA endorsed) workshops and other external workshops (where appropriate).

### 3. **Continued supervision of Leaders and Volunteers.**

- NewHope commits to the supervision and support of Leaders and Volunteers.
- Every Leader and Volunteer will be provided with a role-appropriate Code of Conduct.

### 4. **Responding to allegations of risk of harm (abuse) and serious ministry misconduct.**

- Where reporting requirements arise, all Leaders and Volunteers will report disclosures or suspicions of child abuse, according to role-specific procedures and legislative requirements.
- Where an allegation of misconduct is made against a Leader or Volunteer, NewHope will provide support to alleged victims and perpetrators and seek or provide appropriate assistance to ensure a just, fair and timely resolution.

## 5. Safe environments in our programs.

- Ministry and Program Coordinators will complete a written Ministry/Program Approval Process annually, or as often as is appropriate for the ministry/program.
- All programs will be run in environments assessed as suitable by the Safety Team.
- All Leaders and Volunteers will discharge their duty of care through the use of forms, checklists and templates for establishment and maintenance of Safe Environments in our ministries/programs.
- Where spiritual leadership is exercised, we will serve participants as servants of Christ, commit to the good news of Jesus and lead in spiritually non-abusive ways.
- We will afford participants a say in the programs and the activities in which they participate by fostering and valuing their ideas and encouraging participation.
- We will obtain appropriate information relating to the program participants, including health and family situation, to ensure that we are able to care for their physical and emotional needs.
- We will comply with standards of privacy applicable to equivalent organisations and will publish a separate Privacy Policy for information collected by NewHope.

## DEFINITIONS

**Child:** any person (including Leaders and Volunteers) who is under the age of 18 years.

**Code of Conduct:** a ministry/program-specific document setting out the minimum expectations of Leaders and Volunteers involved in that ministry/program.

**Leader:** a Staff Member or Volunteer who is responsible for a ministry/program, including completing safety management plans and recruiting a team to run the ministry/program.

**Ministry/Program:** an event (or series of events) falling within a certain ministry/program title (for example, “Children’s Ministry”) that is run by or in the name of NewHope.

**Ministry/Program Approval Process:** an accountability process whereby Leaders obtain written approval from Ministry/Program Coordinators for a ministry/program to take place in the name of NewHope.

**Ministry/Program Coordinator:** a person appointed from NewHope's senior leadership group (in recognition of the significant positional power inherent in the role) to oversees a group of ministries/programs (for example, family ministries).

**Safe Environment:** an environment where those in our care are safe from spiritual, physical, sexual or emotional abuse (including bullying) or neglect and which meets WHS requirements.

**Safe Leader/Volunteer:** a Leader or Volunteer who has been through a recruitment process, understands and has indicated acceptance of responsibilities, is supervised and is accountable.

**Safe Organisation Concerns Team:** the team responsible for the Safe Organisation Policy (as well as supporting documentation and processes) and to whom Leaders and Volunteers report breaches of the Safe Organisation Policy.

**Safe Program:** all foreseeable risks have been assessed (and plans put in place to mitigate against those risks) and all events have been thought through and planned. Safe Programs are approved through an appropriate Ministry/Program Approval Process.

**Safety Team:** the team responsible for overseeing the drafting and implementation of WHS.

**SCTA:** Safe Church Training Agreement under the National Council of Churches in Australia.

**Staff Member:** a person who is remunerated for the services that they provide to NewHope.

**Volunteer:** a person who provides services to (or on behalf of) NewHope without receiving remuneration for the provision of those services.

**WHS:** Work Health and Safety; including but not limited to fire safety, building safety, first aid, food safety, transport, incident and emergency procedures.

# APPENDIX A:

## Positional Power

Within all relationships there is a balance of power. Relationships can have an equal power balance when both parties contribute equally and with respect towards one another. However, whenever an individual is asked to exercise leadership or influence over another person a power imbalance occurs. At times this power imbalance may be necessary and acceptable, for example in the teacher and student or doctor and patient relationship. The responsibility is always on the individual in the more powerful position to act in ways that respect, empower and look after the interest of the person in the less powerful position.

In ministry we are given positional power whenever we take on a leadership position. A power imbalance is immediately in place as those that we lead will look to us for guidance, spiritual input, support and respect as we lead. The onus is always on the leader to respect the boundaries of their relationships and to constantly look for ways to empower those they are asked to lead. A leader must not act in any way which seeks to undermine, weaken or hurt those who are under their leadership. It is also important to consider these principles in relation to how we deal with children, as a power imbalance is always in place in the relationship between an adult and a child.

Abuses of positional power occur when an individual chooses to act in ways which abuse the power they have been given. Whether the actions are deliberate and calculated or accidental and naive the consequences are always harmful because there has been a violation of personal boundaries.

These boundaries include areas such as spiritual, physical, financial, emotional, sexual and other social boundaries. The reason's why an abuse of positional power may have occurred can be separated into 3 groups:

### 1. Non-Offender (Boundary Respector)

This is when an individual realises they have overstepped a boundary in their relationship and they immediately take steps to correct the situation.

### 2. Wanderer (Boundary Rider)

This is when an individual operates right on the edge of a boundary while seemingly being unaware how close they are to abusing the power given to them in their relationships. Often accountability and education can help to correct this behaviour.

### **3. Predator (Boundary Violator)**

This is when an individual deliberately crosses a boundary without hesitation. Their aim is to breakdown a person's boundaries and to take full advantage of the position of power they have.

NewHope seeks to screen and train all potential leaders to prevent the abuse of positional power occurring within our work. To ensure you are not breaching the boundaries of those you lead consider always leading in the following ways:

Always be a part of a team so that others can keep you accountable

Listen to verbal signs and observe the body language of those you lead carefully to ensure you do not miss any hints that they may be feeling uncomfortable

Do not push into areas of conversation where those whom you lead do not wish to discuss

Ask yourself regularly "What are my motivations here...really?"

Apologise quickly if you ever sense that you may have over stepped someone's boundaries

At NewHope we seek to operate in teams where mutual accountability is used to help us never abuse the positional power which has been given to us. We seek to honour God by not only making wise choices in our own leadership but also by empowering one another to not overstep boundaries in one another's leadership. If you are ever concerned that an abuse of positional power has taken place at NewHope, we encourage you to speak to your ministry supervisor.

## Grooming

'Grooming' is the process in which a child sex offender takes steps to build trust in their relationships with potential victims. The grooming may not only be directed towards a child but may also occur towards parents, family or any adult who has responsibility for the safety of the child. Grooming may take place over months or even years and will have the intent to build such a relationship that secrecy is held within the relationship even after abuse has begun.

Some grooming techniques may include the following:

Spoiling children or adolescents with gifts that may gain 'favor' with the child and/or family

Paying a particular child 'special attention' above other children

Asking children to keep secrets from adults, siblings and friends. (These secrets may not be of an overly harmful nature but may be used to 'test' the relationship with a child)

Having sexualised conversations with a child

Inappropriate touch of a child. This may start as 'harmless games' but gradually begin to progress in nature

May seek to gradually isolate child from others including parents

As of the 1st January 2017 the Victorian Government has introduced legislation which makes it a criminal offence for any adult to engage in grooming behaviour with a child under 16 years of age. For further information regarding this legislation and information in regards to grooming please click on the "Betrayal of Trust Factsheet" attached below.

At NewHope we seek to provide environments which are safe, accepting and comfortable for all who attend. However, leaders and volunteers at NewHope are advised to be careful in how these environments are created and to not engage in behaviour which in any way could be seen as grooming. Ministry leaders at NewHope train their teams in ways to engage safely in relationships with children. Behavioural standards which provide guidelines for things such as appropriate touch are to be adhered to by all members of NewHope ministry teams. If you suspect any form of grooming or abuse to be taking place report this to your ministry supervisor immediately.

## Child Abuse

As NewHope ministers to a diverse range of people we can come across the sad reality of child abuse in our society. Often abuse may be uncovered through a child or youth confiding in their leader that something has happened to them or there may be visible signs of abuse on a child.

NewHope is a community which firmly believes shining light into darkness allows innocent children to be protected. When we act according to these convictions, families can be assisted to break free of these abusive and destructive behaviors. It is important to understand that child abuse comes in many forms. None are more or less impacting on an individual and all are serious.

There are certain behaviors which may alert us to potential child abuse. When these appear, it is time to observe and listen. It is also the time to make your leader aware of your concerns, even if you are not quite sure if abuse is occurring. There are 5 main types of child abuse which we need to be aware of; Physical, sexual, emotional, family violence and neglect. Let's explore briefly what they are and some classic signs to help alert us.

### 1. Physical abuse

Childwise, Australia's leading international child protection agency informs us that physical abuse is 'the intentional or careless causing of physical harm.'

Signs may include. . .

- wariness and distrust of adults
- wearing long sleeved clothes on hot days
- potentially hiding visible injuries
- fear of specific people
- unexplained absences
- behavioral change or disengagement.

### 2. Sexual abuse

Can occur in the form of physical acts or exposing children to view sexual acts or images.

### **Signs may include...**

Displaying sexual behaviour or knowledge that is unusual for the child's age  
difficulty sleeping  
being withdrawn  
physical signs such as unexplained bleeding or pregnancy

### **3. Emotional abuse**

Can occur through threats, rejection, isolation, bullying or verbal attacks. It can include derogatory name-calling and put-downs, or persistent and deliberate coldness from a person, to the extent where the behaviour of the child is disturbed or their emotional development is at serious risk of being impaired.

Serious emotional or psychological abuse could also result from conduct that exploits a child without necessarily being criminal, such as encouraging a child to engage in inappropriate or risky behaviours.

### **Signs may include. . .**

Delays in emotional, mental, or even physical development  
self harming  
low self esteem  
headaches or stomach aches  
aggressive behaviour  
high anxiety  
Withdrawing and/or unusually emotional.

### **4. Family Violence**

Occurs within a family environment (present or past relationships) and can present as physical or emotional domination.

### **Signs may include...**

Depending on the type of abuse inflicted may include signs already mentioned in other forms of abuse.

## 5. Neglect

This is where 'children's basic needs for food, shelter, supervision and physical and emotional care' are lacking

Signs may include. . .

Frequent hunger

malnutrition

poor hygiene

inappropriate clothing

stealing food

aggressive behaviour

misusing drugs or alcohol

Removal of education opportunities

You do not need to have proof to report any concerns you have about the safety of a child under 16. If events or observations lead you to suspect abuse share this with your ministry leader so that these concerns can be discussed and considered carefully. NewHope has clear reporting and support processes which your ministry leader is aware of so they will be able to guide your conversation and help discern the next action.

In October 2014 the Victorian Government introduced legislation which states that any adult over the age of 18 has an obligation to report to authorities if they form a 'reasonable belief' that a child is being sexually abused. Failure to report on this 'reasonable belief' is therefore now a criminal offence in Victoria. To read more about this click on the 'Failure to disclose fact sheet' below.

At NewHope we are committed to reporting and following up on all forms of abuse.

So, as mentioned above, if you have a reasonable cause for concern, or if a child or youth have confided potential abuse to you, speak to your ministry leader without delay. If you believe that a child is in immediate physical risk call 000 immediately for assistance from Police.

\*Information gathered from:

Baptist Union of Victoria Safe Church manual

Child Wise - Wise up to sexual abuse. A guide for parents and carers. Booklet.

For more information, visit [justice.vic.gov.au](http://justice.vic.gov.au).



*NewHope's Summer Services, hosted in the carpark at  
the Blackburn Campus in January 2019*



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