

**ESA
Country
Ministries**



**camp
Directors'
Manual
2008**

ESA Country Ministries'

Camp Directors' Manual

2008 edition

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Camp Application form *REF web site* www.esa.org.au/camps



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 head-office is located at the ESA Camping and Conference Centre, on the outskirts of Marysville. 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:

- o Evangelism
- o Disciple making
- o Camping
- o Training

Resource Action Team (RAT) and ESA Staff Representatives

In ESA Country Ministries, RAT's aim is to work in partnership with paid staff and volunteers to run Christian camps at Marysville and other locations, 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 leaders and directors 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 discipling opportunities for leaders and campers.

The director

ESA is looking for a director who:

- o Has a growing relationship with God.
- o Is a Spiritual Leader
- o Enjoys the role of leadership
- o Has a Practical and loving attitude
- o Has a stable personality
- o Is personable - gets on with campers and leaders
- o Has a concern for the overall welfare of campers and leaders
- o Is enthusiastic - positive attitude
- o Is in tune with campers and modern camping methods
- o Maintains good standards of discipline..... means what they say and practices consistency
- o Has respect from and for the leadership team and campers
- o Is self disciplined
- o Shows no favouritism

Before directing a camp, he/she should:-

- o Know, understand & agree to ESA aims and goals.
- o Understand the role of camping and the aims set down.

Directing a Camp

- o Liaise with ESA staff & RAT
- o Recruit leaders
- o Be a friend and provide direction to camp leaders.
- o Encourage team unity throughout the camp.
- o Lead the morning leaders meetings.
- o Encourage team morale and sets the spiritual tone of camp.
- o Facilitate and guide the planning of camp.
- o Co-ordinate program, ensure smooth running of camp.
- o Be available to greet campers & parents so they know who the director is.
- o Take responsibility to ensure leaders and campers feel safe on camp.
- o Watch hygiene during camp, especially with food & cleanliness of cabins etc.
- o Discipline - set code of behaviour.
- o Facilitate Discipling and Follow-up of campers.
- o Record details of camp for ESA, report to RAT.



Planning the camp

Preparing Your Team

Selecting the Team

An ESA camp leadership team needs a mixed range of:

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

You need to select the right team to suit the type of camp you are working to achieve. (See table 1 for a suggested outline of your leadership team.)



Table 1 Suggested Leadership Team Roles

Team-member	Role
ESA Staff	Assist the Director, Oversee WWCC's and deal with emergencies as per ESA policies
Assistant / Deputy Directors	Helps the Director and can take over to give you a break. They must know the details of the camp and be in on the planning from the beginning. It is important to use this position to train directors for future programs.
Study Leader	Research, prepare and present studies, (and study booklet if required).
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.
Junior Leaders	Leaders close to, or the same age as the campers. These are new leaders that are being "trained" and need to be assigned a mentor (an older experienced leader of the same gender or the Pastoral carers <i>Camp Parents</i>) If having Junior Leaders on camp, there should be no more than 1 or 2 on the leadership team.
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.
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

Look for leaders who are seeking to serve Christ, who are trustworthy, responsible, flexible, committed, and good Christian role models.

Consider the size and age group of the camp when building the team. For example, on a Junior / Teen Camp you may need a ratio of 1 leader to every 4 campers, while on an Adult camp the ratio may only be 1 leader to every 8 campers.

ESA can assist you to build your team through the use of information from the Leaders Agreements. Contact ESA Camps Co-ordinator for help with access to this information.

The majority of leaders should be a minimum of two years older than the oldest campers. Also note that any leaders under 18 are minors themselves and as such can not supervise campers in any way (they can assist other leaders but not work alone).

Prayer support

Make sure your team has people praying for them before, during and after camp. You may want to write a prayer letter. Ask leaders to let their churches know what they are doing so that churches can support them.

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 leader. Leaders are expected to complete a new agreement every three years.

Contact the ESA Camp co-ordinator to find out if your leaders have a completed leaders agreement on file with ESA and to obtain a confidential copy to learn more about your leadership team.

Working with Children Check

Police check's are now replaced with the WWCC card for leaders over the age of 18 years. Be upfront with your leaders and explain to them that this is standard practice for people working with minors. All leaders are to provide ESA with their WWCC card number on the Leaders Agreement (instructions on obtaining a WWCC is in the Leaders Agreement). <http://www.esa.org.au/wwcc.pdf> The ESA staff member on Camp will check Leaders have a WWCC.

Leader's Camp Application Form

Leaders need to complete an application form (some one as for campers, available on ESA's web page or at the ESA office) and the form is to be returned to the ESA office **prior** to the camp. Please instruct leaders to indicate on the form that they are attending as a leader. Where the leader is under 18, the form will need to be signed by a parent or guardian.

Team meetings

You should usually plan to have at least three team-meetings before the camp. You should set the expectation that all leaders attend all the meetings. (See table 2 for some ideas on what to do at your meetings.)



Table 2 What to do at team meetings...

Meeting One	Meeting Two	Meeting Three
<ul style="list-style-type: none"> o Introductions/get each other on team o Setting your expectations and goals o Finding out team talents, likes, dislikes, strengths and weaknesses o Give new leaders introduction to ESA and leaders manual o Fill out leaders agreement forms and database forms. o Discuss studies o Brainstorm program ideas o Inform leaders of leaders fees. o Leaders are required to complete application form o Pray o Send team members away with some preparation to do before next meeting o Socialising o Prayer Partners: each leader should have two or three people to pray for them (you may want to organise a prayer letter) o Prayer points can be added to <i>In Step</i> and <i>In Touch</i> if you choose 	<ul style="list-style-type: none"> o Work out roles and responsibilities o Leadership training (perhaps concentrate on one particular element that will be important on this camp. eg. How to explain the way of salvation; leading small groups; crowd control) o Plan out daily program. o Check safety requirements o Discuss Lodge-times o Pray o Discuss a discipline plan. o Write a camper's letter 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 Ensure every activity has someone in charge o Pray, Pray, Pray o Questions o Allow 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 Allocate campers & leaders to lodges, duty teams & study groups o Write up duty roster o Write up daily program. o Name tags o Leaders should learn how to do the duties (perhaps do the first meal duties together)

If getting together is difficult, some of this can be done before the first meeting by mail, phone, fax and email.

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. Please encourage your leaders to attend some leadership training run by either ESA or another recognised Christian leadership-training provider (see table 3 for some ideas).

Table 3 Leadership Training Providers...

Organisation & contact details:		Comment:
Scripture Union 828 Sydney Road Coburg North 3058	Tel: 03 9319 9100 www.suvc.org.au	Lots of great training with lots of good materials and training days.
OAC Ministries	PO BOX 317 Nunawading 3131 www.oac.org.au	Run an excellent weekend training course every year on evangelism and teaching methods.
Caleb Ministries 58 - 64 Hall Road Warrandyte	PO Box 81 Forest Hill 3131	Courses involve people skills, setting goals and heaps of other seriously good training. They run lots of different weekends and longer courses.
Youth Dimensions	Tel: 03 9844 1944 www.youthdimensions.org.au	Internships with Biblical input, Practical training & Character development.

Training on what makes a good leader and how to control other leaders and keep things happy is important. Leadership training is a continual learning process, even well seasoned camp directors are still learning! So make sure you are open to feedback for your own personal growth, as well as encouraging and providing feedback to your leaders.

Assistant / Deputy Directors

ESA prefers new directors to train as co-directors under two or three camp directors. This way, you learn a great diversity of leadership styles, judgement, skills and ideas. Co-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 co-director assumes the role, responsibility and authority of the director when a director is unable to continue their role.

Training potential leaders

Finally, where possible, involve campers with leadership potential into the leadership team. 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. This will depend on the age group of the camp.



Developing a Program

Camp themes

Themes on camps are great for engaging campers and making the camp incredibly fun and memorable. They also provide linking points for the studies and discussions. Use your team to brainstorm a whole heap of great ideas, then narrow it down and focus on one idea that you can all work with. It is important that the whole leadership team be involved in developing the theme and then building the program on that theme.

SPIRITUAL INPUT

Studies evangelical focus

ESA places a high value on learning and growing through Bible studies and small groups. Generally, these activities are focused in the best part of the day, the time in the morning after breakfast when everyone is refreshed and alert. In your first pre-camp team meeting you need to consider the type of people you are ministering to and design your studies appropriately. ESA's Vision and Mission statement has two main targets 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:

- o Study Leader-studies are done by a guest speaker.
- o Small Group- Usually prepared booklets are used and leaders take groups of five to ten through the studies.
- o 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.
- o Studies lead by different leaders on camp, which revolve around a central theme.

Studies can use many forms of teaching. The use of wide games and other games to introduce subjects can be very effective, as well as skits, music or role play can be used. Try and provide different learning situations to cater for the different people on your camp. You have a unique opportunity to show campers the relevance of God's Word to today's situation and we encourage you to use this opportunity as best as possible.

Some ideas for guest speakers are suggested in table 4.

Table 4 A few ideas for guest speakers...

Possible speakers	Contact details
Youth Dimension staff or interns	ydooffice@youthdimensions.org.au Tel: 03 9844 1944
OAC staff (specialise in junior/teen camps)	www.oac.org.au
Ridley Youth Ministry students	www.ridley.org.au



Camp Devotions & Leader Interviews

As part of the evening program there is often the opportunity for short devotions lead by a number of the Leaders (one each night?), these are short focused time of additional spiritual input. You may also like to interview the leaders so the campers get to know a little about the leader's 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

If the Study leader completes the study book or an overview of the studies before camp this will help your leader to prepare for questions and discussions that will arise on camp.

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. Delegate the task well before camp if you decide not to do this yourself.



CHOOSING ACTIVITIES

The Program

- o Structure the first half of camp more tightly with activities to give campers some time to get to know each other.
- o Have the program well documented with peoples' names next to each job - no matter how small each job is.
- o Provide copies of the program to each of your leaders.
- o 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 your leaders have some extra games and activities they can run if your planned program suddenly has to change because of weather or safety or some other unforeseeable event.

Activity ideas

Some ideas for activities...

Mini golf
Day on the beach
Wide games ...
Watermelon rugby
Touch rugby

4WD
Hiking
Bush tucker
Bonfire

Progressive meals
Theme days
Wonky wombat (?)
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. Find a way to structure time off for your leaders (eg. perhaps a voucher for a free coffee in the local bakery?).

Lodge 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, then please discuss them with the camp caterers. Some possibilities may include meals away from the campsite or a special banquet for the end of camp. (Caterers plan menus and order camp food at least four days before camp, and possibly earlier.)

Budgeting

For Marysville camps, 12% - 15% of each camper's fees are available to the director and leadership team for activities. (Ask for budget details for other camps) This can be used for buses, special activities, entry-fees to parks, and so on. Please dialogue with the ESA Camps Coordinator to ensure your budgeting is acceptable with ESA.

Campsite staff

Contact the campsite manager and send them a copy of your camp program. Campsite staff can often help you with resources, ideas, activities and organising, and may be able to secure cheaper rates for some activities.

Campsite

If you haven't been to the campsite recently, then make the effort to go and familiarise yourself with what's available and the information you need. For the ESA Marysville campsite also visit www.esa.org.au to learn more about the camp site.

Table 5 has some points to consider when undertaking a camp reconnaissance.



Table 5 Checking out a potential campsite...

Safety:	Facilities:	Logistics:
o Emergency Exists?	o Sports equipment?	o Public transport?
o Telephone?	o Photocopier?	o Information on suitable activities in the area?
o Emergency phone numbers?	o PA? OHP ?	o Campsite layout plan?
o Hospital?	o Data-projector?	o Meal times?
o Doctor?	o TV? Video ?	o Duties campers need to do?
o Police?	o Music?	
o Fire?	o Numbers?	
o Ambulance?	o Beds?	
o Fire extinguishers?	o Dining room?	
o First aid kit?	o Cost?	
o Security?	o Catering?	
o Campsite rules?	o Activities?	

Promoting your Camp

Camp flyer

Design a flyer that can be sent to churches, handed to leaders and posted up on noticeboards to market the camp. Provide details of the camp for the **ESA web page**.

Write a brief blurb for *the ESA Camp Form* which goes out with "In Step" (the ESA quarterly newsletter).



Sponsorship Fund

If people in the church are unable to afford the full cost of the camp, ESA may be able to provide financial support. Some payment will still be needed, but it could be as little as a half or even a third of full-price. These funds are limited, so please ensure they are allocated wisely. Contact ESA for further information.

Director's letter

Write up a draft letter to be sent to everyone who will be attending the camp, then discuss this with an ESA staff person. The ESA office will copy and post these letters for you. (along with receipts /invoices)

Some things to include in the letter:

- A careful and complete description of the nature and risks of activities with potential for injury campers may be involved in, so that parents are fully informed of what is involved.
- A name and phone number parents can contact during the camp if they need to. (If the camp is at Marysville, then the contact number is the ESA office in Marysville.)
- A description of what campers need to bring, and what they are *not* allowed to bring.
- A map to indicate where to find the campsite.
- A date and time the campers are to arrive and depart.

Running the camp

Leading the Team

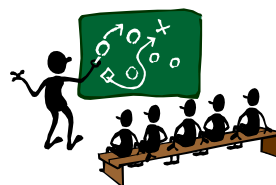
The importance of the team

It's important that you look after your leadership team on camp. The extent to which the team functions effectively will predict the overall tone of the camp.

Encouraging the team

As a director, one of your (main?) roles on camp is to encourage and support your leadership team, and sustain team unity and purpose. You will need to support your team practically, emotionally, and spiritually as they run the camp.

Make sure that in your preparation for camp you take the time to get to know your team. In which ways does each member of the team like to be encouraged? You will need to be aware of how the team, and individuals within the team, are travelling, and be willing to respond according to need. Also, take time during the camp to encourage your team. It's easy to get caught up in the bustle of camp, but your task of support is very important.



Practical support for the team

There are many different actions you can take to support people in the leadership team:

- Time out (block of time away from campsite, sleeping during day)
- Prayer partners (pairs within team)
- Sleep time
- On-the-spot prayer and hugs
- Sharing praise and growth points
- Prayer for each member of the leadership team
- Mediation between leaders

Leadership styles

Your leadership style, and that of your team will vary with circumstances (e.g., disciplining, facilitating groups, relationship building, small group studies). Leadership style will also vary with different personalities and spiritual gifting. For example, some leaders will be people oriented, some task oriented.

Your responsibility as director is to facilitate a balance between using the strengths your individual leaders have and developing new skills in them.

Disciplining leadership team

As director you have a responsibility to maximise cohesiveness of your team. While differences in leadership style, skill, personality and spiritual gifts are what create a richly diverse team, these differences can also be the cause of friction, and have a negative impact on the camp.

To help you recognise and deal with issues that may arise:

- Look out for issues within the leadership team (even before camp starts).
- TELL your team that they are NOT to speak negatively about each other in a place where campers MIGHT hear.
- Pay attention to the way your leaders relate to each other, and listen to the things they tell you. Don't prop up prejudices or justify them.
- ACT when you see/sense destructive patterns/actions
- Mediate between your leaders
- Express to the leadership team at the START that we need to be united (lay down the rules)

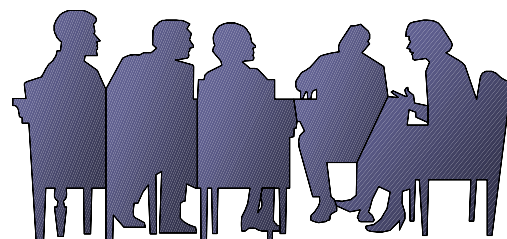
Personal differences are a reality in leadership. They can be destructive when people (both directors and leaders) don't take responsibility for themselves or care for each other. They can also be a site for real growth in Jesus Christ.

Daily team meetings

Have a leader's meeting each morning or evening to debrief the **team** and go over the day's program. You should also allow time for sharing and troubleshooting.

Here are some suggestions for team meetings:

- Open in prayer
- Short devotion (3-5min max)
- Debrief of program so far - comments and sharing (keep to tight schedule, be aware of time restraints)
- Check details of the next/day's program, especially any changes
- Delegate tasks and confirm existing delegation
- Discuss any problems, issues, concerns
- Summarise and reflect on study
- Time for your speaker to brief the leadership team on the day's study
- Pray, Pray, Pray! (in groups, small groups, partners)



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 and enabling them to feel at home.

Lodge / Room Time

For Marysville and other camps, 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 in the instance where 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.

DUTY OF CARE

"Let us not love one another with words,
But with actions and in truth" I John 3:18

"Let us love one another, for love comes from God." 1 John 4:7

"Jesus said, 'Simon, son of John, do you love me?'
He answered, 'Yes, Lord, you know that I love you'.
Jesus said, 'Take care of my sheep.' John 21.16

Just as our God is a God of love, so we are commanded to love and care for one another. 'Duty of Care' centres on how we care for our campers. This means that any action that improves the safety and wellbeing of campers is a fulfilment of Duty of Care.

Common violations of Duty of Care include the following: leader/camper boundaries, injury due to location or activity selection, inappropriate transport arrangements, and activities that are not covered by insurance.

Common factors which contribute to the breach of Duty of Care include:

Ignorance	Lack of supervision	Opportunity
Culture of complacency	Laziness	Leader shortage
Poor screening	No policies	Reaction/response

The rest of this section deals with practical issues relating to Duty of Care.

MANAGING RISKS

Managing risks is part of fulfilling your duty of care to campers (and your leaders!).

Managing risks is identified as:

"Identifying the potential for an incident and taking action to reduce the possibility of it happening"

A lot of risk management should have occurred prior to camp starting, in the planning stages.

Hint: You might consider running an activity (e.g. game) with your leadership team. After the game has been completed ask the team to identify all the risks they can think of in playing the game. This is designed to get the team into the habit of looking for risks and managing them!

When you, or your team, spot a risk, you can act in a number of ways.

- **Monitor it:** acknowledge the risk but maintain the activity under surveillance
- **Stop doing it:** remove the task or activities all together admitting the risk is too great
- **Modify it:** make changes to the activity that reduces the risk but retains the activity
- **Transfer it:** move the specific task or activity to another group or organisation
- **Do nothing:** retain the activity and accept the risk

THEN - evaluate it: is the activity ok now that any changes have been made? Are there new risks?

There are many areas of camp than need risk management. Some of these areas include:

Table 6: Risk Management areas

Who can lead	police checks, leader/camper ratios, are leaders informed of responsibilities, roles etc.
Pastoral care boundaries	open doors, cabins, gender, provision of counselling, touch, keeping records, confidentiality.
Attendance	who can come and go, signing people in, permission slips, what is an official activity.
Location	is it safe, does it communicate that the young people are valued, fire drills/emergency management plans, suitable lighting.
First Aid	is there a kit for both on and off site activities, who knows how to use it, lifesavers, medical protocols, emergency numbers.
Food handling	who can cook, qualifications, nutrition, kitchen facilities
Finances	is someone accountable, is cost appropriate to activity, how are credit cards/details dealt with.
Transport	P-plate drivers, driving records, road worthy cars
Media	what movies/computer games/internet can be seen
Privacy	what records are kept, who has access to what, is permission needed, accountability
Critical incident management	who can/can't talk to the press (General Manager can).

Remind your leaders that 'free time' in a program is only free time for the campers. Your leaders should be vigilant, because risks increase where there are campers spread out, outside of activities.



DISCIPLINING CAMPERS

As the director of the camp you have the final responsibility for camper discipline. Where possible, work quickly to bring issues to light (even seemingly minor ones). Listen to your leaders and your campers to ascertain the real problem, and work to resolve that. This may involve having a private meeting with the leader/s involved. DO NOT humiliate your leaders in front of campers by questioning them publicly. Also, do not set out to humiliate campers in front of leaders, or their peers, regardless of how annoyed you are.

If a camper is posing a risk (safety or other risk) to campers, leaders, or themselves, the appropriate action may be withdrawing them from camp. This involves phoning the camper's parents/guardians to come and pick them up.

There are a few things to note if the decision is made to remove the camper and send them home.

- It may take time between an incident occurring, reaching the parents/guardians, and them actually getting to the camp site, even up to 24 hrs (note - it is important to emphasise to parents/guardians that they get to the camp site as soon as possible).
- Think about how you are going to fill in that lag time. The camper is likely to need higher levels of supervision. Is the camp group going off site?

There is also an option of ringing the parents/guardians of a camper to discuss issues prior to making any decision. It may be a useful way to identify other issues that may be affecting the camper's behaviour. If you are considering this course of action, discuss with the camper your wish to contact parents (as a way of seeking the best outcome for the camper and the camp, not as a way of dobbing on the camper). Remember there may be issues of confidentiality which will need to be respected/negotiated.

At the end of the day you, as director, will need to make the final decision about camper discipline. If you feel the need, speak to your assistant directors, camp parents, mature leaders, or site staff. Make your decision prayerfully.

Some points to note concerning discipline:

- Set expectations for behaviour and discipline (for campers, leaders, and your own standards)
- Vocalise these expectations to each party concerned.
- Set rules at the start of camp, tell the campers, and then **STICK TO THOSE RULES!**
- Be strict(er) at the start of camp. If you let things go at the start, the rules will be ignored later.
- Don't break the unity of the leadership team by disputing with them in front of campers.
- Do NOT discipline a camper 1 on 1. For corroboration and safety always have another leader present.
- Have a plan of action for disciplining campers before you get to camp.
- Do not threaten something (a punishment) if you are not willing to carry it out. And if you do threaten it, do it.
- Never deprive a camper of food, sleep, etc.
- Campers are not to be subjected to ridicule or corporal punishment.



DISCLOSURE OF ABUSE

As volunteers of ESA camping Ministries, leaders and directors are not required by law to report disclosures of abuse. Even if leaders and directors are social workers, teachers, doctors, etc., in their every day work, their status as volunteer excludes them by law.

However, just because leaders/directors are not required by law to report abuse, does not dissolve them of any responsibility. As Christians, we have an ethical responsibility to respond. As a director, you are likely to be involved in dealing with disclosures of abuse, either through disclosures made to you, or supporting leaders with campers who have disclosed to them. **Involve the ESA Staff representative in this process as soon as possible.**

Knowing how to deal with disclosures of abuse requires maturity and courage. There are many important points to note about responding to a disclosure.

Table 8 - Responding to Disclosures:

- o Tell them you believe them
- o Listen to them - don't ask intrusive questions
- o Be unshockable
- o Say you are glad they told you and acknowledge how hard it is to tell
- o Stress that whatever has happened is not their fault and they did not deserve it. The responsibility for the abuse is always 100% with the perpetrator
- o Your questions should focus on care of the camper rather than the details of the abuse
- o Don't make promises you can't keep - especially if they ask you to keep a secret. You can assure the person that you care about them, but if they are about to tell you that they are in danger or that someone has hurt them, that you will have to tell someone with more power to help.
- o Ensure they are safe. What can you do on camp, and through follow-up, to help them feel safe?
- o Allow them to have both negative and positive feelings toward the offender. Avoid giving the impression you might blame them, e.g., don't ask 'why didn't you tell someone before?' or 'why did you let them?'
- o Do not attempt 'therapy' or counselling the person. Your role is to support them, not 'fix' them.
- o Be calm, supportive and reassuring without feeling you have to find all the answers
- o Do not express your feelings about the abuse, the offender, the family or situation
- o Don't promise that everything will be ok. It may not be. Is there a promise of God that they can hold on to? Use their faith as a strength - our Lord Jesus sets captives free.
- o Ask them if they'd like you to pray with them, and then respect their decision
- o Seek support for yourself - debrief
- o Follow up with the camper after camp for as long as possible.

MAKING A NOTIFICATION

If the decision is made to make a notification, The Department of Human Services has published a booklet which provides comprehensive information regarding notifications. It is called "Responding to Child Abuse" and you will have received a copy with this Director's Manual.



Final authority

As Director you are the primary person responsible for implementing disciplinary procedures on camp. Encourage leaders to quickly bring seemingly minor issues to your attention so you can identify the campers and / or leaders involved and ascertain the real problem, and work to resolve that.

If there is a serious incident or any car accident you must refer the incident to the ESA Staff Representative as soon as possible so they can deal with the incident according to ESA policies that you may not be aware of. Under no circumstance are you to make any comment to the media about an incident or disclosure. This also frees you to continue directing the camp and not being distracted.

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.

Special needs camper

ESA is often contacted by the Department of Human Services (DHS) and other non-government organisations (eg. Baptist Care & St Lukes) to take Special Needs Young People on ESA camps. Some of these people are 'Wards of the State' or 'Statutory Clients'. They may be wards of the state for any of a number of reasons, including family violence, child abuse, abandonment or neglect. Hence 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.

In conjunction with ESA Staff you may reject applications from these organisations if you do not feel that you can ensure the safety of other campers and leader (It may be that your leadership team is small or inexperienced) Also limit the number of at risk campers on the camp so you can effectively care for them and others.

If there are any issues which campers have that Leaders should be aware of pass it on to the leaders (not to leaders under 18) reminding them of the confidentiality. 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

It is good to plan a special program for the last night. Some suggestions include:

- o Banquets
- o Dressing up
- o Staying up later
- o Bands
- o Writing 'warm fuzzies'
- o Group photo
- o Handing out CDs with heaps of camp photos on them (remember privacy)

Make sure you pray for the group on the last formal gathering!

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 and that you should be cautious about:

- o Emotional campers
- o 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*).
- o Campers wanting to stay up late
- o Writing 'warm fuzzies'
- o Counselling campers (You should set a time limit to care for campers and Leaders)
- o You will have to be aware of and manage your own tiredness and that of the leaders
- o More excitement/hyperactive campers
- o A later bedtime
- o An emotional "closeness" on the last night, people not wanting the experience to end
- o Younger campers will be more tired
- o Disclosures of personal/traumatic information
- o If you run lodge times on the last night, consider your choice of activities & your focus
- o Consider how/when you'll get to bed yourself

As the camp Director you must set the time for lights out. Ensure that your leaders get to bed soon after campers have settled. 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 Cleanup

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. You or the ESA staff member will need to 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.



Advertising Up-coming ESA camps & In Step

Let them know of any coming ESA camps that would be appropriate for the campers. Let everyone know of other ESA camps that are coming up that they could go to. Their name and address will be added to the ESA *In Step* mailing list (unless they have indicated otherwise on their application form)

Camper Evaluation

You may want to ask campers to fill in an evaluation form so that you can get feedback on how to improve the camp for next year. Please do this if you don't intend to direct the same camp again the following year, as this provides ESA and the new director with much valuable information to plan from.

Camp Report

You may want to ask some campers or leaders to write a report on camp for the next ESA INSTEP magazine and for the ESA web site.

Continuing the Ministry

Follow-up

During the team debrief, organise who is going to follow up which campers. Make sure that all campers have someone who is going to write or email them to encourage them. Some campers may need or desire ongoing support and commitment from a leader. In this case, leaders may fulfil the following role:

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

You do not need to be super-spiritual to be able to disciple someone. You need to realise that you are a disciple also, and that often you will be challenged by God, encouraged, and learn as much as the person you are meeting with. There is a lot more information on follow up in the Leaders Manual.

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.



Finishing as a Team

Team debrief

After the campers have left, you as Director should 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. Leaders 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 upon. 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 debrief.

Leader Evaluation

Please asked the Leaders to fill out an evaluation form and return it to yourself or the ESA Staff member so that they can get feedback on how to improve the camp and its 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 camper and shared for the glory of God, 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...



Completing the Circle

REFLECTING ON THE CAMP

Reflection

Spend some time reflecting on the camp, your leadership team, the activities, the studies, what worked and what didn't work.

REPORTING TO ESA

Camp evaluation

Please take the time to write an evaluation of the camp. We'd particularly like to know about the things that made you really happy and satisfied during the planning and/or running of the camp, and the things that you found frustrating or that ESA could help you with better.



This report also needs to include a brief summary of the strengths and weaknesses of each individual in your leadership team, and whether you personally would recommend them as a leader on future ESA camps.

Also include suggestions for next year, regardless of whether you intend to be the returning director. This provides ESA with an understanding of some of your thoughts, and better prepares new directors if you are unable to return.

TALKING WITH GOD

Personal Prayer

Finally, as with all Christian ministry and mission, it's important that having spent time reflecting, and having written your report to ESA, that you finally 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 your leaders and your campers, especially as they return to normality after an emotionally and spiritually charged atmosphere of the camp. Pray for next year's camp. Pray for guidance on your involvement with ESA. Pray for peace and time and headspace away from camps, so that you are able to be refreshed. Pray for continued learning and growing in your relationship with God. Then pray for a momentary closure until your next adventure in Christian camping. Thankyou!

The End

References & Further Reading

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Duty of Care

Baptist Union of Victoria, 2003

Maximising our Youth Ministry through Duty of Care: Training Day 2003 Workshop Notes

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

username: camp password: esacm

ESA Accident Form
Child Protection Policy
Harasment Policy
Privacy Policy
Kitchen Conduct

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 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

Police 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. 12 - 15% of each camper's fees are available for use by the director & the leadership team (for Marysville camps). 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 85% 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. Where possible use overheads that ESA already has. But 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 topic/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. If you decide to develop your own evaluation form, please send a copy to RAT for future reference and for verification. Otherwise, use the ESA evaluation form provided for leaders.

Medical Forms

- a. Must be kept with the official camp first aid kit.
- b. Must be stored by ESA for a number of years. Please ensure that you do NOT destroy these forms, and hand them back to the ESA Camp Co-ordinator.
- b. Emergency Asthma management plans included with medical forms where appropriate.

Reservations - handled by ESA office staff

- 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 is preferred prior to the camp
- d. Applications close one week before camp

Privacy

- a. An ESA Privacy policy is available on the web page.
- 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 are not to 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.
- d. Camper lists are to be kept confidential, and if handed to leaders must only be used for ESA "follow-up" purposes, and not disclosed to any outside third party.

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.

Special Needs / DHS Campers

- a. Directors have full ESA support in refusing to accept Stat Dec clients if they choose.
- b. ESA recommends no more than one Stat Dec client for every camp. The number depends on the leadership team available.



Director Camp Checklist(s)

PLANNING THE CAMP

Preparing a team

- Assistant / Deputy -director _____
- Camp pastoral carers _____
- Qualified First Aid Person _____
- All leaders have completed leaders agreement and Police Check
- Treasurer: Banker & Remaining fee collector (someone confident at issuing receipts and keeping records). They will also need to take any information relating to campers that you need to know when they arrive. (Off site camps)
- Leaders aware of their financial responsibility (of full fees) to ESA
- Prayer partners & letters organised by leaders

Developing a program

- Program complete & every leader has a copy
- Alternate activities plan
- Organised a speaker/study leader
- Study material for each camper & leader
- Program and activities checked with site staff
- Transport, equipment & tours booked.
- Familiar with rules of campsite
- Aware of child safety precautions
- Balanced budget
- Awareness of common practise plans / risk assessments.

Promoting your camp

- Advertising (posters, fliers, esa web page,)
- Dates and time camp starts & finishes
- Fees
- Where to find campsite
- What to bring (musical instruments, hat, sunscreen, warm clothing...)
- Chance given for campers to receive camp information in the future

Ask for any relevant medical details (allergies, medication, medical conditions, special diets, emergency asthma management plan)

- Special gear needed (eg Mountain Bikes, ski boots...)
- Transport arrangements
- Availability of public transport to & from camp
(including contact numbers for bookings and times)
- Special activities - let campers and parents know what activities they will be participating in, and the risks involved (This is necessary to establish Informed Consent)
- Form for Informed Consent for parents to sign for special activities.



Director Camp Checklist(s) cont

RUNNING THE CAMP

Supporting the leadership team

- Knowledge of the area and the activity
- Transport
- Emergency phone numbers

Coordinating the program

- Overhead projector, video, data-projector, whiteboard, paper, nametags
- Sports gear
- Pens, scissors and sticky tape
- Start and finish time
- Experienced qualified people supervising
- Food & water

Caring for campers

- Camper medical information collected & compiled
- First Aid - checked contents and use-by dates
- Campers know what to expect
- Satisfactory equipment (eg. shoes, sunscreen, hats)
- Enough supervision
- Leaders dispersed amongst the group

FINISHING THE CAMP

Concluding the program

- Camp is clean with no breakages
- Camp keys & property returned
- Evaluation forms handed out & collected
- Pray for campers and leaders

Encouraging your leaders

- Leaders thanked for their contributions
- Follow-up & Discipleship delegated
- Publicity: Someone to write an article and provide photos for *In Step* / web page

Completing the circle

- Camp Report written & sent to the ESA Resource Action Team
 - Evaluation & suggestions for next camp
 - Study booklet & Bible passages/theme
 - Program of activities
 - Age & number of campers
 - Leaders & Study leader
- Spent time reflecting, reading, writing, praying, listening & being with God



Sample Camp Week Planner

CAMP		
Day /Date: First night, pre camp	Day/ Date: (Two)	Day / Date: (Three)
<p>Leaders Arrive 8.00 Leadership Training Session 1 (Leader/s)</p> <hr/> <p>Day /Date (One)</p> <p>9.00 am Session Two Leadership Training 11.00 Leader's Meeting</p> <p>PM 2.00 Welcome Campers (Leader/s)</p> <p>Evening: Grow Group (Leader/s) Game (Leader/s) Meeting(Leader/s) Singing (Leader/s) Testimony (:Leader/s) Devotion(Leader/s)</p>	<p>AM Activity (Leader/s) Meeting (Leader/s) Study One (Leader/s)</p> <p>PM Activity: Leader/s</p> <p>Evening: Grow Group (Leader/s) Game (Leader/s) Meeting(Leader/s) Singing (Leader/s) Testimony (:Leader/s) Devotion(Leader/s)</p>	<p>AM Activity (Leader/s) Meeting (Leader/s) Study One (Leader/s)</p> <p>PM Activity: Leader/s</p> <p>Evening: Grow Group (Leader/s) Game (Leader/s) Meeting(Leader/s) Singing (Leader/s) Testimony (:Leader/s) Devotion(Leader/s)</p>
Day / Date (Four)	Day / Date (Five)	Day / Date (Six)
<p>AM Activity (Leader/s) Meeting (Leader/s) Study One (Leader/s)</p> <p>PM Activity:</p> <p>Evening: Grow Group (Leader/s) Game (Leader/s) Meeting(Leader/s) Singing (Leader/s) Testimony (Leader/s) Devotion(Leader/s)</p>	<p>AM Activity (Leader/s) Meeting (Leader/s) Study One (Leader/s)</p> <p>PM Activity:</p> <p>Evening: Grow Group (Leader/s) Game (Leader/s) Meeting(Leader/s) Singing (Leader/s) Testimony (Leader/s) Devotion(Leader/s)</p>	<p>AM 10.00 am Farewell Campers</p> <p>PM Leader Evaluation / Debrief</p>

Camp Daily Planner

Camp Dates:

Main topic/theme:

Time:	Activity:	People Responsible:	Resources needed:
6.45	Leaders Meeting		
7.30	Campers wake up		
7.45	Duty		
8.00	Breakfast		
9.00	Quiet time		
9.30	Game		
10.00	Studies		
12.15	Duty		
12.30	Lunch		
2.00	Afternoon Activity		
5.45	Duty		
6.00	Dinner		
7.00	Grow Group		
7.30	Game		
8.00	Evening Program		
9.30	Supper		
10.30	Lights Out		



Risk Management Plan

Activity:

Location:

Date:

Hazard	Risk	Probability	Severity	Management Strategy
eg. canoe capsize	eg. drowning	eg. low	eg. high	eg. PFDs are worn, two instructors used at all times, all equipment in good condition

Participant Briefing	Participant Prerequisites	Environmental Considerations
eg. equipment, responsibilities, capsize procedures, PFD fitting	eg. appropriate clothing	eg. weather, water temperature, hypothermia

Emergency Procedures	Required Instructor Competencies
eg. First Aid as required, contact emergency services, await ambulance	eg. First Aid qualification, Flatwater Instructor qualification

Signed:

Date:

_____ (ESA Camps Coordinator)







Song Survey Form

Song Title	Author(s)	Copyright Information	Office use only:		
			Project	Print	Record

Please return to:
ESA Camping and Conference Centre
959 Buxton Road Marysville 3779 (Box 34)

Directors Evaluation for Camp

1. How did campers benefit from camp?

.....
.....
.....

2. How did Leaders benefit from camp?

.....
.....
.....

3. Describe how you were blessed, encouraged, or grew through your camp experience?

.....
.....
.....

4. What (if anything) discouraged you in your camp experience?

.....
.....
.....

5. Share any good ideas you would like to see included in other camps?

.....
.....
.....

6. Which parts of the program could be modified, improved, or deleted next time? Why?

.....
.....
.....

7. List any suggestions you have that we could include in future leadership training?

.....
.....
.....

8. Share anything which you feel might help the director in planning the next camp?

.....
.....
.....

Thank you for your help – God bless you as you walk with Him and serve Him.

Your Name:

Leader's Evaluation for Camp

1. How did campers benefit from camp?

.....
.....
.....

2. Describe how you were blessed, encouraged, or grew through your camp experience?

.....
.....
.....

3. What (if anything) discouraged you in your camp experience?

.....
.....
.....

4. Share any good ideas you would like to see included in other camps?

.....
.....
.....

5. Which activities could be modified, improved, or deleted next time? Why?

.....
.....
.....

6. Suggested Study Topics for future Camps?

.....
.....
.....

7. List any suggestions you have that we could include in future leadership training?

.....
.....
.....

8. Share anything which you feel might help the director in planning the next camp?

.....
.....
.....

Thank you for your help – God bless you as you walk with Him and serve Him.

Your Name (optional):

Camper's Evaluation for Camp

What was the best thing about camp?

.....
.....
.....

What could have made the camp more enjoyable for you?

.....
.....
.....

How well did your study groups work?

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.....
.....

What did you think of the studies?

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.....
.....

Suggested study topics for the future?

.....
.....
.....

Any comments on the leadership team, cooks etc?

.....
.....
.....

What did not work very well?

.....
.....
.....

Would you come on another E.S.A. camp?

.....

Thank you for your help – we hope that camp was a great experience for you.

Your Name (optional):

Emergency Phone Numbers

Service	Marysville Numbers	Campsite: _____
Ambulance (000)	5772 1033	
Police (000)	5963 3222	
Fire (000)	5963 3266	000
Doctor	Dr Lachlan Fraser 5963 3637	
Poisons Information		131126
Hospital	5772 1000	
Chemist	Alexandra 5772 2153 /AH 5772 2185 Healesville 5962 5845	
ESA Office		5963 3303
Child Protection Crisis Line	131278	1800 135 135
Electricity Authority		131 799
Gas Authority		132 180
Water Authority	Goulburn Valley Water 1800 45 45 00	
State Emergency Services	0409 180 653	
Lifeline	131 114	
Suicide Helpline	1300 651 251	