

# HOMEcomings MINISTRIES

## Policy Document - Homecoming Ministries

### Introduction

Welcome to the Homecoming Ministries Policy Document. This comprehensive document represents the framework that guides our operations as we fulfill our divine calling in Tilburg and beyond.

#### *Purpose of This Document*

This policy document serves as a roadmap that articulates who we are, what we believe, and how we function as a Christ-centered community. It has been thoughtfully developed to provide clarity and direction for our leadership, members, partners, and stakeholders. Within these pages, you will find our spiritual vision and practical guidelines that help us steward the resources and responsibilities entrusted to us.

#### *Our Journey*

Homecoming Ministries was established with a profound purpose: to create pathways for all people to experience the transformative journey of coming home to Christ. We recognize that in today's rapidly changing world, individuals are searching for authentic community, deeper meaning, and true identity. Our ministry exists to meet these fundamental human needs through the life-changing power of Jesus Christ.

As you explore this document, you will discover not only our organizational structure and operational procedures but also the heart behind our ministry. Each section reflects our commitment to biblical values, servant leadership, and social responsibility as we strive to be a sanctuary of restoration and renewal in Tilburg and beyond.

#### *How to Use This Document*

Whether you are a board member, ministry leader, volunteer, community member, or someone interested in learning more about our organization, this policy document offers valuable insights into our approach to ministry. We encourage you to familiarize yourself with its contents, particularly the sections relevant to your involvement with Homecoming Ministries.

This is a living document that will evolve as our ministry grows and as we continue to respond to God's call. Regular review and updates ensure that our policies remain aligned with our vision and responsive to the changing needs of our community.

We invite you to join us on this journey of faith as we work together to help people discover their true identity in Christ, walk confidently in their purpose and authority, and transform the world through the love and power of our Lord and Savior.

***With faith and anticipation,***

***The Board and Senior Leadership of Homecoming Ministries***

## 1. Vision

Creating pathways for all to experience the transformative journey of coming home to Christ. Homecoming is a community where people discover their true identity in Jesus Christ, walking confidently in their purpose and authority. We strive to be a sanctuary of restoration and renewal, dedicated to cultivating disciples who embody freedom, demonstrate deepening faith, and transform the world through the love and power of our Lord and Savior.

## 2. Mission

We are a loving faith based community where people encounter Jesus, grow in Him, discover their identity, and live out their purpose equipped through Scripture, prayer, and fellowship to share His love with the world.

## 3. Core Values

1. **Christ-Centered Foundation:** We build our church on Jesus Christ as our cornerstone, seeking His wisdom and direction in all we do.
2. **Disciple-Making Culture:** We commit to being disciples who actively make disciples, multiplying the kingdom of God through intentional mentorship and spiritual growth.
3. **Spirit-Led Community:** We equip and empower our church to be led by the Holy Spirit, embracing His guidance, gifts, and power in our daily lives.
4. **Love in Action:** We prioritize loving God with all our heart, soul, mind, and strength, and loving others as ourselves as the foundation of our faith.
5. **Kingdom Priority:** We seek first the Kingdom of God and His righteousness in all decisions, allowing His values to shape our priorities and choices.
6. **Holy Living:** We pursue lives of holiness and integrity, honoring God through our character, choices, and commitments both publicly and privately.
7. **Grace and Forgiveness:** We forgive others as we have been forgiven by Christ, extending the same mercy and grace that has been lavished upon us.
8. **Servant Leadership:** We serve others with humility, following Christ's example of putting others' needs before our own and leading through service.
9. **God-Centered Lives:** We build our lives on God's unchanging truth, allowing His Word to be the foundation for our thoughts, decisions, and actions.
10. **Faithful Stewardship:** We live in God's divine provision, trusting in His faithfulness and managing all He provides with gratitude and wisdom.

#### **4. Objectives**

Homecoming Ministries aims to build a loving, Christ-centered community where people discover their true identity in Jesus Christ, grow in faith, and are equipped to live out their calling.

We create pathways for everyone to experience the transformative journey of coming home to Christ, empowering people to impact the church, society, and the world from a place of restoration and renewal.

This objective is realized through the following key activities:

- **Worship Services:** Weekly Sunday services featuring worship, biblical teaching, ministry, and fellowship.
- **Small Groups:** House groups across Tilburg and the surrounding areas, focused on personal growth, discipleship, and building community.
- **Children's and Youth Ministry:** Developing age-appropriate programs where children and young people can discover faith and grow in relationship with Jesus.
- **Training and Equipping:** Offering courses and training through the Homecoming Academy, including Alpha Course, Freedom in Christ, Growing in Grace, Leadership Training, general biblical education, and worship workshops.
- **Local and International Outreach:** Organizing neighborhood projects, missionary activities, and humanitarian aid initiatives.
- **Digital Ministry:** Developing media such as social media outreach, podcasts, YouTube channels, and livestreams to broaden the spread of the Gospel.
- **Networking and Collaboration:** Building active connections with other churches and organizations, nationally and internationally, to advance God's Kingdom together.

#### **5. Activities**

Our core activities include:

- Sunday Worship Services
- Pastoral Care
- Home Gatherings
- Conferences
- Courses and Bible Lessons
- Community Outreach Initiatives
- Team Nights and Leadership Training Sessions

## **6. Organization and Governance**

The daily leadership of Homecoming Ministries rests with the Board and the Senior Pastoral Leadership. These two leadership bodies work closely together to manage both the strategic and operational aspects of our organization. The legal and financial framework is provided by Stichting Homecoming Ministries, which serves as the formal entity under which all our activities are organized.

The Board consists of a Chairperson, Treasurer, and Secretary, collectively responsible for ensuring good governance and pursuing our mission and vision. Board members bring specific expertise and experience to guide the foundation in accordance with legal requirements, rules of good governance as mentioned in our statutes and our organizational values. The Board can be expanded to a maximum of seven members.

### **6.1 Board Structure**

The daily leadership of Homecoming Ministries is entrusted to the Board and the Senior Pastoral Leadership. These two leadership bodies work closely together to manage both the strategic and operational aspects of our organization. The legal and financial framework is provided by Stichting Homecoming Ministries, which serves as the formal entity under which all our activities take place.

The Board consists of a Chairperson, Treasurer, and Secretary who are jointly responsible for ensuring good governance and for pursuing our mission and vision. Each Board member contributes their specific expertise and experience to guide the foundation in accordance with legal requirements and our organizational values. The Board may be expanded to a maximum of seven members.

### **6.1 Board Structure**

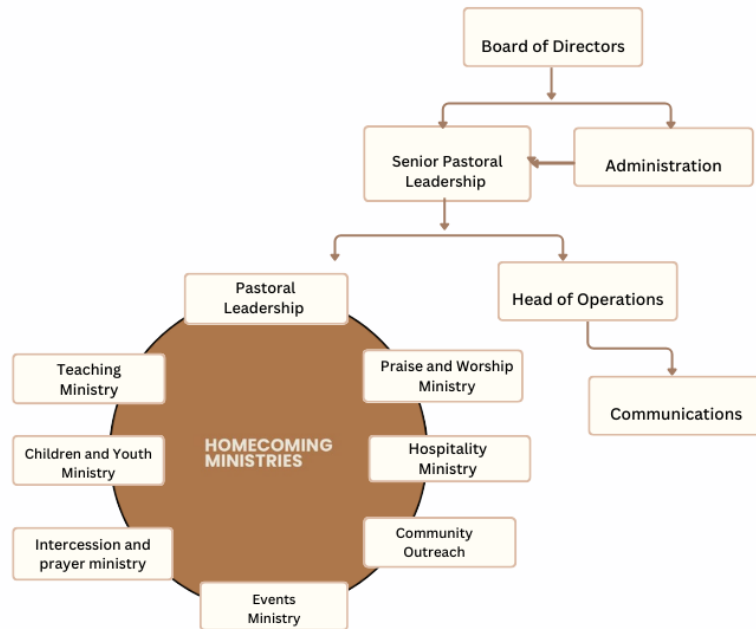
The Board of Stichting Homecoming Ministries holds crucial responsibility for determining the strategic direction of our organization. The Board formulates and monitors the strategic policy that provides direction for all activities and initiatives. Additionally, the Board ensures careful financial management and oversees all financial transactions and developments, with an eye on financial health and long-term sustainability.

Another key task of the Board is to ensure compliance with all legal obligations applicable to foundations in general and to religious organizations in particular. This includes fiscal obligations, data protection regulations (GDPR), and requirements related to good governance. Finally, the Board is responsible for evaluating the Senior Pastoral Leadership, ensuring a constructive working relationship and clear communication lines.

The Senior Pastoral Leadership of Homecoming Ministries is responsible for the daily management of our community. This team translates the strategic and spiritual policies into concrete activities and, together with the operational team, ensures their practical execution. An important task of the Senior Pastoral Leadership is coordinating the various ministry teams, ensuring good alignment, collaboration, and synergy between the different parts of our organization.

Furthermore, the Senior Pastoral Leadership, together with the Pastoral Team, provides pastoral guidance and support within our community. This includes caring for the spiritual well-being of our members and visitors, and being available for personal conversations, prayer, and advice. Finally, the Senior Pastoral Leadership is responsible for the implementation of the policies established by the Board, ensuring that our vision, mission, and values are visibly reflected in everything we do.

## 6.2 Organizational Structure



The organizational structure of Homecoming Ministries reflects our vision of a dynamic, servant leadership-based community where everyone is encouraged to contribute according to their unique gifts and talents. Our structure combines clear leadership with distributed responsibility, enabling both direction and ownership.

At the foundation of our organization are the various ministry teams, each representing a specific aspect of our ministry. These ministries include:

- **Pastoral Leadership:** This ministry provides pastoral care and support, prayer during and outside of services, offers broad spiritual support to Senior Pastors and Team Leaders, and maintains contact with community members.
- **Teaching Ministry:** This ministry is responsible for organizing courses and Bible lessons.
- **Worship and Praise Ministry:** This ministry is responsible for music and worship during our services and creating a worship atmosphere for the congregation.
- **Hospitality Ministry:** This ministry manages food and beverages during gatherings, welcomes members and visitors, handles translation services, and coordinates cleaning.
- **Children and Youth Ministry:** This ministry provides Bible education for children and youth.
- **Community Outreach Ministry:** This ministry strategizes community engagement, organizes and manages both national and international missionary activities and humanitarian projects.
- **Intercession and Prayer Ministry:** This ministry stands on spiritual watch through prayer.

- Events Ministry: This ministry organizes all events and conferences outside of regular programming.
- Operations Team: This ministry provides practical and logistical support for all our activities.

All ministries and teams are led by the Senior Pastoral Leadership. Each team has an appointed Ministry Leads who leads the volunteers within the team and is responsible for planning, coordinating, and executing team activities. These Ministry Leads report directly to the Senior Pastoral Leadership, ensuring a direct communication line between the operational teams and the daily leadership of our organization.

This structure ensures that information and feedback are quickly shared and that new developments and needs can be addressed appropriately.

An important aspect of our organizational structure is that Ministry Leads are not only given responsibility but are also coached and equipped to fulfill their responsibilities effectively. The Senior Pastoral Leadership intentionally invests in leadership development at all levels, enabling every ministry and team to grow in capacity and effectiveness. This focus on leadership development reflects our belief that good leadership is essential to realizing our mission and vision and that everyone can grow in leadership when given the right support and guidance.

### **6.3 Decision-Making Processes**

The decision-making processes within Homecoming Ministries are designed to combine wisdom, inclusivity, and effectiveness. We believe that sound decisions arise from a combination of spiritual guidance, open communication, and shared responsibility.

First and foremost, we base our decision-making on clear prayerful discernment. We recognize the importance of seeking God's guidance and take time for prayer and reflection before making major decisions. This reflects our belief that God desires to be involved in leading our community and that His wisdom is indispensable for making the right choices.

Open communication and transparency are the second pillar of our decision-making processes.

We aim to share viable data and information in a timely and complete manner with all stakeholders and encourage honest and respectful dialogue on all matters affecting our community. This openness fosters trust, accountability and allows people to contribute thoughtfully to the decision-making process.

For major decisions, we consult relevant stakeholders to ensure that various perspectives, options and interests are considered. This may include Ministry Leads, members, external advisors, or partners, depending on the nature and impact of the decision. By actively listening to diverse voices, including dissenting voices, we enrich the decision-making process and increase ownership and support for the final decisions.

For strategic decisions, we strive for consensus within the Board. This does not mean that everyone must fully agree but that every Board member can support the decision and commit to its implementation. This approach fosters unity with integrity and shared ownership of the organization's strategic direction.

For operational decisions, we use a system of delegated responsibility, where Ministry Leads have the authority to make decisions within their area of responsibility, provided these are consistent with the overarching vision, mission, and values of Homecoming Ministries. This approach enables teams to respond quickly and flexibly to changing circumstances and needs without requiring permission for every action or adjustment.

By consistently applying these principles, we aim for decision-making processes that not only lead to wise choices but also contribute to the growth and development of our community as a whole.

## **7. Finances**

### **7.1 General Principles**

Homecoming Ministries pursues a responsible and transparent financial policy. All income is used exclusively to achieve the foundation's stated objectives as described in the statutes and this policy plan. In managing its finances, the foundation applies the principles of integrity, stewardship, transparency, accountability, and continuity.

Good stewardship is evident in careful and efficient use of available resources, a long-term perspective on financial health, and the willingness to be accountable for financial choices and their outcomes. Financial integrity includes separating personal and organizational finances, clear authorization structures, and fair financial practices.

Transparency is achieved by clear and timely internal reporting, as well as public reporting through annual publication of financial data, the policy plan, and an activity report on the foundation's website. Accountability means that the Board bears final responsibility for financial policy and management and acts accordingly. Continuity is ensured through responsible budgeting, maintaining appropriate reserves, and timely adjustments when financial developments so require.

### **7.2 Sources of Income**

The income of Homecoming Ministries consists of:

- Voluntary donations, gifts, and contributions from members, friends, and sympathizers;
- Tithes and offerings collected during gatherings and services;
- Income from activities and events organized in the context of the objectives, such as courses or conferences;
- Grants, subsidies, or sponsorships from governments, funds, or private donors that are consistent with the foundation's objectives;
- Bequests, inheritances, and legacies, provided they are accepted under the benefit of inventory to limit financial risks.

In all fundraising, the principle of voluntariness is paramount. Homecoming Ministries does not exert undue pressure on donors but invites them to give freely and cheerfully, in accordance with biblical principles.

### **7.3 Expenditure**

Our expenditures are carefully aligned with realizing our mission and objectives. A significant portion of our expenses goes toward renting and/or buying spaces for gatherings and activities. We invest in materials and resources necessary for carrying out our core activities. Training and equipping volunteers, leaders and the community form an essential part of our expenditures, as we believe in

the importance of proper formation. Outreach and humanitarian projects are prioritized in our spending, in line with our mission to serve the community. Additionally, we allocate resources for supporting costs such as administration and communication as well as salaries for our employees. We deliberately build a modest reserve for future developments and unforeseen expenses to ensure the continuity of our activities.

#### **7.4 Remuneration**

Board members do not receive compensation for their governance work, emphasizing the voluntary nature of board positions. When board members or other involved parties incur actual expenses for the foundation, these can be claimed and reimbursed after approval of all board members. All payments and reimbursements are properly administered, ensuring transparency and accountability.

#### **7.5 Board Oversight and Financial Governance (WBTR Compliance)**

In accordance with the Dutch "Good Governance and Supervision of Legal Entities Act" (Wet Bestuur en Toezicht Rechtspersonen - WBTR), we have implemented several measures to ensure sound financial governance:

##### **7.5.1 Preventing Conflicts of Interest**

We place great importance on integrity in our board. Board members are obligated to immediately disclose potential conflicts of interest to the other board members. When a conflict of interest exists, the relevant board member refrains from participating in deliberation and decision-making on the subject. If transactions occur where conflicting interests of board members play a role, we ensure these are conducted under market-conforming conditions. All situations of potential conflicts of interest, including the considerations and decisions related to them, are carefully documented in the minutes of board meetings.

##### **7.5.2 Four-Eyes Principle**

To prevent financial misuse, we consistently apply the "four-eyes principle". Payments over €500 require approval by at least two Board members. The Treasurer prepares the payments, and another Board member authorizes them. Monthly, bank statements are reviewed by at least two Board members.

##### **7.5.3 Financial Accountability**

The board establishes an annual budget including all expected income and expenditures. Throughout the year, the treasurer reports quarterly to the board on the financial status, allowing for timely adjustments if necessary. At the end of the fiscal year, we prepare financial statements that provide a true representation of our financial position. These financial statements are reviewed by an independent accountant. After approval by the board, the financial statements are published on our website.

##### **7.5.4 Authority and Signatory Policy**

All payments require approval from a second board member. For larger financial decisions, specifically payments above €2,500, approval from the entire board is required. All contractual obligations entered into by Homecoming Ministries are always signed by at least two board members to ensure legitimacy and due diligence.

### **7.5.5 Risk Management**

We maintain a continuity reserve of at least three months of operational costs, allowing us to continue our core activities in case of declining income. Annually, the board conducts a risk assessment to identify potential financial and other risks and to take appropriate measures. Based on the principle of responsible management of the resources entrusted to us, we do not invest money in high-risk investments. A general risk registers or plan (e.g. financial shortfall, natural disaster, reputational risks) will be prepared. The Risk register may include contingency plans.

### **7.6 Accountability and Transparency**

We publish our current policy plan outlining our objectives and plans for the coming period annually. Additionally, we prepare a substantive annual report in which we account for the activities carried out, progress made and results achieved. The financial report, including balance sheet and statement of income and expenditure, is published annually. All these documents are made accessible to the public through our website.

### **7.7 Evaluation of Financial policy**

To ensure the quality and effectiveness of our financial policy, we evaluate this policy annually and adjust it if necessary. Board members, particularly the treasurer, undertake additional training in financial management and WBTR regulations when needed to stay informed of current developments. The entire board actively monitors compliance with this financial policy and holds each other accountable when necessary.

### **7.8 Salaries and Payroll Administration**

Homecoming Ministries maintains a transparent and fair policy regarding salaries and payroll administration. Although we primarily work with volunteers in the initial phase, we anticipate potential future growth whereby paid positions may emerge. This policy provides the framework for that situation.

#### **7.8.1 Principles for compensations and benefits**

For paid positions within our organization, we apply market-conforming compensation based on function, experience, and responsibilities. We follow the relevant collective labor agreement (CAO), Social Work. When determining salaries, we strive for a balanced ratio between wage costs and other expenditures, enabling us to optimally continue fulfilling our mission. We value transparency about our salary structure, meaning we communicate openly about this within the boundaries of privacy legislation.

#### **7.8.2 Payroll Administration**

The complexity of payroll tax, social security contributions, and other legal obligations requires specialized knowledge. Therefore, we outsource the payroll administration to a professional accounting firm or payroll processor. We ensure that all statutory payments to the Tax Authorities are made on time, in accordance with current regulations. To maintain integrity, salary payments are always authorized by at least two board members.

#### **7.8.3 Employment Contracts**

We enter into written employment contracts with all paid employees in which rights and obligations are clearly stipulated. These employment contracts are drafted in accordance with Dutch labor law, ensuring all legal provisions are correctly applied. In these agreements, we clearly document job

descriptions, tasks, and responsibilities to avoid any misunderstandings about expectations. The employment contracts are signed by at least two board members to guarantee legitimacy. Prior to hiring, candidates will be subjected to background checks (VOG) if working directly with vulnerable populations such as children and youth.

#### **7.8.4 Volunteer Allowances**

The contribution of volunteers to our organization is invaluable. Volunteers may receive an allowance, provided it remains within the legal limits that apply to volunteer work. These allowances are transparently administered in our financial records. With each volunteer who receives an allowance, we enter into a written volunteer agreement documenting mutual expectations. Volunteers will also be subjected to background checks primarily if working with vulnerable populations such as children and youth. The board annually determines the amount of volunteer allowances, taking into account the financial situation of the organization and the legal framework.

#### **7.8.5 Responsibilities and Control**

Within our board, the treasurer is primarily responsible for the salary policy and its correct implementation. The secretary ensures proper employment contracts and maintains personnel files, in compliance with privacy legislation. The entire board has a supervisory role and approves the salary policy and any changes to it. Periodic checks on the correct application of the salary policy are conducted by an independent party.

#### **7.8.6 Personnel Performance and Evaluation Cycle**

Paid employees have an annual performance review with their supervisor and a representative of the board. Salary increases are linked to this evaluation cycle and are based on performance, development, and the financial capabilities of the organization. The outcomes of performance reviews are documented in writing and included in the personnel file. The board annually evaluates the entire salary policy and its implementation to ensure it continues to align with our organizational goals and values.

#### **7.8.7 Compliance and Reporting**

Our payroll administration meets all legal requirements in the areas of tax legislation, social insurance, and pensions. In the financial annual report, we include an overview of the total wage costs, broken down into relevant categories. We ensure that changes in labor legislation are identified and implemented in a timely manner, so that our organization is always compliant.

### **8. Cooperation and Networking**

#### **8.1 Church Relations**

Homecoming Ministries fundamentally believes in the power of unity and collaboration within the body of Christ. Although we function as an independent faith community with our own identity and calling, we recognize and value the richness and diversity of the broader Christian landscape. From this conviction, we actively seek meaningful connections with other churches and Christian organizations.

At the local level, we strive for warm and constructive relationships with other churches and congregations in Tilburg and surrounding areas. We believe that local churches can strengthen one another by sharing experiences, praying together for the city, and collaborating on initiatives that

benefit the community. Through regular consultations and joint activities, we build bridges between different faith communities and contribute to a culture of respect and cooperation.

Additionally, we seek affiliation with broader Christian networks. These connections provide valuable opportunities for the exchange of knowledge and experiences, inspiration and equipping, and a platform for joint reflection on current social and theological issues. By participating in conferences, workshops, and other activities within these networks, we enrich our own ministry and contribute to the dialogue within the broader Christian community in the Netherlands.

On an international level, we maintain relationships with apostolic networks that align with our vision and values. These international connections offer valuable perspectives and insights from various cultural contexts and help us place our local ministry within a global perspective of God's work. They also provide opportunities for mutual support, partnerships in specific projects, and the exchange of resources and expertise.

To cultivate and deepen these connections, we organize regular meetings with leaders from other communities. These meetings are aimed at building personal relationships, sharing experiences and challenges, and identifying opportunities for collaboration. Additionally, we are committed to organizing at least one joint initiative annually with other churches in Tilburg, such as a citywide prayer service, a joint outreach project, or a conference on a theme of mutual interest.

By maintaining and deepening these diverse ecclesiastical connections, we aim to both give and receive, to learn and to share, and to contribute to the visible unity of the body of Christ in our city, our country, and beyond.

## **8.2 Social Partners**

Effectively fulfilling our mission in society requires collaboration with various social partners. Homecoming Ministries believes in the importance of building bridges to different sectors of society, thereby increasing our positive impact and contributing to the general well-being of our city and its residents.

We actively collaborate with local social organizations such as food banks and shelters for the homeless. These partnerships enable us to provide practical assistance to people in need and to contribute to the fight against poverty and social exclusion within our community. By sharing volunteers, resources, and expertise, we enhance each other's capacity to support vulnerable groups and promote their dignity.

Educational institutions form another important category of social partners for Homecoming Ministries. We believe in the importance of education for personal and societal development and seek opportunities to collaborate with schools, colleges, and universities. This can include offering guest lectures on ethics, spirituality, or philosophy of life, facilitating internships within our organization, or jointly organizing debates and discussions on relevant social themes.

Community centers and neighborhood initiatives are natural partners in our mission to strengthen local communities and promote social cohesion. By working with these local initiatives, we can integrate into existing structures and networks and contribute to the creation of livable and inclusive neighborhoods where people care for one another. These collaborations can take the form of joint events, sharing facilities, or supporting each other's activities and programs.

Where relevant and consistent with our mission and values, we also seek collaboration with municipal authorities. This can relate to social projects, cultural initiatives, or issues of societal importance where the expertise and perspective of faith communities can add value. In these collaborations, we strive for constructive dialogue and respectful exchange of ideas and resources, with the shared goal of promoting the welfare of the city and its inhabitants.

All these partnerships are characterized by mutual respect and appreciation for each other's contribution, identity, and autonomy. We recognize that different organizations have different missions, values, and approaches and see this diversity as a strength that can lead to creative and effective solutions to complex societal challenges. By collaborating with a wide range of social partners, we contribute to an inclusive and resilient society where everyone can thrive.

### **8.3 International Relations**

Homecoming Ministries believes in the importance of a global perspective and maintaining meaningful international relationships that strengthen our vision and mission. This international dimension enriches our local ministry and connects us to God's work worldwide.

We maintain active contacts with various mission organizations and humanitarian projects in different parts of the world. These relationships enable us to contribute to important work in areas such as education, health systems, community development, and evangelism in regions where the needs are greatest. Through financial support, prayer, and where possible, practical assistance, we participate in God's mission across borders and contribute to sustainable change in the lives of individuals and communities.

Besides humanitarian projects, we invest in relationships with strategic training centers and Bible schools internationally. These connections offer valuable opportunities for mutual enrichment through the exchange of knowledge, experience, and resources. They also create opportunities for our community members to broaden their horizons and deepen their faith and skills through participation in training, conferences, or extended educational programs with these international partners.

A third category of international relations concerns churches and ministry platforms with a similar vision to ours. These connections offer inspiration, encouragement, and practical insights for our own development as a community. They also create opportunities for mutual support, joint projects, and strategic partnerships in areas of common interest and passion.

To make this international dimension tangible for our community, we facilitate short-term mission trips and internships for our members. These experiences not only provide valuable support to our international partners but also contribute to the personal and spiritual growth of the participants. Through direct involvement in God's work in other cultural contexts, perspectives are broadened, faith is deepened, and new skills are developed that also benefit our local ministry.

Additionally, we regularly invite international speakers who can contribute to our community. These guests bring fresh insights, diverse experiences, and specific expertise that enrich and challenge our community. They help us place local issues in a broader perspective and remind us of the global dimension of God's Kingdom, of which we are a part.

By cultivating these diverse international relationships, we aim to be both locally rooted and globally connected, enriching our local mission with the wisdom, experience, and inspiration of the global church.

## **9. Sustainability and Social Responsibility**

### **9.1 Ecological Sustainability**

As stewards of God's beautiful creation, Homecoming Ministries takes its responsibility for caring for the earth very seriously and addresses the climate crisis. We believe that the preservation and protection of our natural environment is not only a practical necessity but also a spiritual mandate flowing from our calling to respect and cherish God's creation.

Homecoming Ministries is committed to minimizing our ecological footprint in all the activities we undertake. This means that in the planning and execution of our services, events, and daily operations, we make conscious choices that limit our environmental impact. We strive to reduce waste, limit energy consumption, and minimize pollution in everything we do. This requires a critical evaluation of our practices and a willingness to adopt alternative, more environmentally friendly approaches wherever possible.

#### **9.1.1 Green tools**

The responsible use of buildings and facilities is an important aspect of our sustainability efforts. When selecting and managing the spaces we use for our activities, we consider factors such as energy efficiency, water consumption, and possibilities for renewable energy sources. We strive to implement sustainable practices and, where possible, work with landlords and property managers to make sustainable improvements that benefit both the environment and operational costs.

#### **9.1.2 Environmentally friendly options**

In our purchasing and consumption decisions, we aim for conscious and responsible choices. This includes selecting suppliers with strong environmental practices, choosing local and seasonal products where possible, and promoting reuse and recycling. We avoid disposable products in favor of sustainable alternatives and are mindful of the lifecycle and environmental impact of the products we purchase. For events involving catering, we aim to minimize food waste and offer environmentally friendly options.

Specifically, we aim to implement sustainability measures such as waste separation at all our activities, targeted energy savings in all our used spaces, and the active promotion of sustainable transportation options such as cycling, public transport, and carpooling for attending our gatherings. These practical steps reflect our commitment to protecting and honoring God's creation for current and future generations.

### **9.2 Social Responsibility**

From our Christian values and beliefs, Homecoming Ministries actively commits to social justice and inclusivity within our community and beyond. We believe that the Gospel of Jesus Christ calls us to concrete action on behalf of justice, compassion, and human dignity for all people, with particular attention to those who are vulnerable or marginalized.

A central aspect of our social responsibility is our focus on vulnerable groups in society. We recognize that various individuals in our community and city face specific challenges, such as the elderly dealing with loneliness, people with disabilities encountering daily obstacles, refugees building new lives, or individuals struggling with mental health issues. Homecoming Ministries strives to offer a safe and supportive environment where these diverse groups feel valued, respected, and included. We develop targeted programs and services that meet their specific needs and enable their full participation in our community.

We actively work and collaborate with partners to combat poverty and social exclusion in Tilburg and its surroundings. We do this by providing practical assistance to those in financial need, such as food aid, assistance in finding housing or employment, and support in navigating complex bureaucratic systems. Additionally, we advocate for structural changes that contribute to a fairer and inclusive economic system and lobby where appropriate with local authorities for policies that effectively reduce poverty and create opportunities for all.

Inclusivity and accessibility are central to all our activities. We strive to remove physical, financial, language and cultural barriers that might prevent people from participating in our community. This means carefully considering the accessibility of our venues for people with mobility limitations, minimizing any financial thresholds for participation in activities, and cultivating a culture in which diversity is celebrated and everyone feels welcome and valued, regardless of background, ethnicity, or social status.

In a city and country with increasing cultural diversity, we specifically pay attention to integration and intercultural dialogue. We recognize the richness that different cultural perspectives and traditions bring to our community and to broader society. By consciously creating spaces for intercultural encounter and dialogue, we contribute to mutual understanding, respect, and cooperation between various population groups. We view diversity not as a challenge but as an opportunity for mutual enrichment and shared growth.

Our approach to social responsibility is rooted in our belief that every human being is created in God's image and therefore possesses inherent value and dignity. This conviction motivates us to look beyond merely addressing symptoms and to strive for transformation of both individual lives and social structures. We believe that true and lasting change is possible through a combination of prayer, practical help, personal guidance, community building, and structural interventions, all driven by love and respect for the people we serve.

### **9.3 Ethical Conduct**

In all aspects of our ministry, we uphold the highest ethical standards, believing that our testimony is not only based on what we say but, above all, on how we act. Integrity forms the foundation of our financial management and governance. This means handling the resources entrusted to us honestly and responsibly, maintaining accurate and fully transparent financial reporting, and actively preventing any conflicts of interest or misuse of resources.

#### **9.3.1 Transparency**

Transparency in decision-making and communication is another core value of our ethical conduct. We believe openness fosters trust and enables accountability. Therefore, we communicate clearly about our decisions, the motivations behind these decisions, and the manner in which they were made. We

strive to make information accessible to all stakeholders, while respecting necessary confidentiality in situations such as pastoral matters.

### **9.3.2 Dignified interaction**

A respectful interaction with all stakeholders is a fundamental principle in all our engagements. This includes respectful communication, listening to and seriously considering diverse perspectives, and acknowledging the dignity of every individual, regardless of background, position, or beliefs. This respectful attitude manifests itself in our internal relationships within the community, as well as in our interactions with external parties and the broader society. The Bible serves as our central foundation for this approach.

### **9.3.3 Protection of Personal Information**

In the digital age, we place particular importance on the careful protection of personal data in accordance with the General Data Protection Regulation (GDPR). We only collect the information necessary for carrying out our activities, store it securely, use it solely for the purposes for which it was collected, and do not share it with third parties without explicit consent. We clearly inform individuals about how their data is used and always respect their rights regarding their personal information.

To anchor these ethical principles in our organizational culture, we have developed a code of conduct for leaders and volunteers. This code explicitly states our ethical standards and provides practical guidelines for situations where ethical dilemmas may arise. All leaders and volunteers are made familiar with this code and are encouraged to embody it in their roles within our community.

Regular evaluation of our ethical conduct is essential to ensure our practices remain aligned with our values. Therefore, we periodically assess whether our actions reflect our ethical principles and remain open to feedback from both internal and external stakeholders. This reflective approach enables us to continuously learn and grow as an organization and sharpen our ethical practices where necessary.

By consistently acting according to these high ethical standards, we aim to be a trustworthy and integral presence in our community and broader society. We believe this not only contributes to the effectiveness of our ministry but is also a vital aspect of our testimony to God's character and values in the world.

## **10. Safety and Security**

We ensure safe premises and activities that cover fire safety, first-aid procedures, and risk assessments for church events. We will assign responsibilities (e.g. who inspects equipment or leads evacuations). As required to some extent under Dutch law (Arbowet) if employees are present, but at minimum we ensure that the church has liability insurance and emergency plans.

## **11. Evaluation and Future Outlook**

At Homecoming Ministries, we believe in the importance of regular and thorough evaluation to measure our effectiveness, refine our strategies, and continuously improve our services. This commitment to reflection and learning is deeply embedded in our organizational culture and is reflected in the various evaluation methods we employ.

### **11.1 Annual Reviews and Feedback**

A central component of our evaluation system is the annual review of the policy plan by the board. During this in-depth session, the entire policy plan is critically examined to assess the extent to which the stated objectives have been achieved, which strategies have proven effective, and what adjustments are necessary for the coming period. This evaluation ensures that our policy plan remains a living document that genuinely guides our activities and decisions.

In parallel with this annual evaluation, semi-annual progress reports are produced by all ministry teams. These reports provide detailed insights into the activities, challenges, and results of each team, allowing timely interventions where necessary. Team leaders present these reports to the Senior Pastoral Leadership and the board, serving not only as accountability but also as an opportunity for constructive feedback and strategic alignment.

To gain a comprehensive understanding of our impact and effectiveness, we organize regular feedback rounds with members of the congregation and other stakeholders. These can take the form of surveys, focus groups, or open discussion sessions, aimed at gathering experiences, insights, and suggestions from the people we serve. This bottom-up feedback is invaluable for identifying blind spots, understanding the real needs of our target groups, and generating new ideas for improvement and innovation.

### **11.2 External Assessment**

When we are confronted with complex challenges or require specific expertise for certain evaluations, we do not hesitate to engage external consultants. These may be professionals in organizational development, financial management, communication, or other relevant fields of expertise. These external perspectives help us think beyond our own frameworks and bring valuable insights and best practices from other contexts.

### **11.3 Evaluation Reports**

A crucial aspect of our evaluation process is that all evaluations are documented in writing and lead to concrete action points for improvement. This documentation ensures continuity and accountability and makes it possible to identify patterns and trends over time. The formulated action points are assigned to specific individuals with clear deadlines, and progress is regularly monitored by the Senior Pastoral Leadership or the board, depending on the nature and scope of the action points.

This cyclical approach to evaluation — in which planning, implementation, evaluation, and adjustment follow one another continuously — enables us to be a learning organization that remains responsive to changing circumstances and needs, working purposefully and effectively towards realizing our vision and mission.

## **12. Innovation and Adaptability**

In a rapidly changing world, the ability to innovate and adapt is essential for any organization that seeks to remain relevant and effective. At Homecoming Ministries, we recognize the need to remain vigilant to changes in society and the ecclesiastical context, and to adapt our approach where necessary to optimally fulfill our mission.

### **12.1. Professional development**

An important aspect of our adaptability is the regular professional development of leaders and team members. We consciously invest in the professional and personal growth of our people, ensuring they possess the knowledge, skills, and insights needed to operate effectively in a changing environment.

This includes not only theological and ministry-specific training but also development in areas such as cultural intelligence, digital skills, communication, conflict management, and change management. Through this broad training, our leaders and teams can adequately respond to new challenges and opportunities.

### **12.2 Innovation of Gathering Formats**

We embrace innovative approaches to ministry and community building, not holding onto traditional models merely because they are familiar, but continually seeking effective ways to reach, engage, and serve people in a changing cultural context. This means we are open to new formats for our gatherings, creative forms of communication and engagement, and relevant applications of our message that resonate with the questions and needs of contemporary people. In all innovation, we are led by God's Spirit, combining theological integrity with cultural relevance, remaining faithful to our core message while being flexible in the form in which we convey it.

### **12.3 Emerging technologies**

We strategically utilize new technologies where they strengthen our mission. The digital revolution offers unprecedented opportunities for reaching people, facilitating connection, and sharing resources, and we aim to fully leverage these opportunities. This includes the effective use of social media and digital platforms, the implementation of technological solutions for organization and communication, and the exploration of emerging technologies such as virtual reality or artificial intelligence with potential ministry applications. In all technological adoption, we adhere to our values of authenticity, community, and human connection, viewing technology as a means to enhance these values, not replace them.

### **12.4 Cultivating relationships**

A fourth aspect of our adaptability is maintaining an open dialogue with other churches about effective approaches. We acknowledge that wisdom and insight can be found in diverse traditions and contexts and that we can learn much from the experiences of others. By cultivating relationships with churches and ministries of different denominations, sizes, and cultures, we broaden our perspective and deepen our understanding of how to be an effective church in the 21st century. This dialogue stimulates reflection, challenges assumptions, and inspires new ideas and practices.

In all innovation and adaptation, however, we remain faithful to our core identity and mission. Change is not a goal in itself but serves our calling to help people discover and live out their true identity in Christ. We evaluate potential innovations and adjustments always in light of our vision, mission, and core values and implement only those changes that are consistent with who we are and what we are called to do.

Through this balance of faithfulness to our essence and openness to renewal, we strive to be a community that is both rooted and relevant, principled and adaptive, and capable of functioning effectively in the changing context in which God has placed us.

### **13. Contact Information**

Homecoming Ministries

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