



SATURDAY 9 MARCH 2024

ARROW LEADERSHIP PROGRAMME

Preparation Day





WELCOME TO ARROW LEADERSHIP PROGRAMME 18

We are excited that you are part of this programme and pray that God will do deep things in your life through Arrow.

This booklet contains information you will need to begin your Arrow programme and to prepare for the first residential. Please be sure to read everything carefully. If you have any further questions please do not hesitate to contact Matt Hustwayte in the first instance.

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Timetable

The timetable for the day is as follows:

- 10.30 Welcome and introductions
- 10.45 Worship and Bible teaching
- 11.30 An overview of Arrow
- 12.45 Lunch
- 2.00 Finding out more (separate groups)
- 3.15 Tea
- 3.45 Time to talk
- 4.15 Depart



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BIBLE TEACHING

How We View Ourselves has Far Reaching Implications

1 PETER 1:1-9

Peter, an apostle of Jesus Christ,

To God's elect, exiles, scattered throughout the provinces of Pontus, Galatia, Cappadocia, Asia and Bithynia, ²who have been chosen according to the foreknowledge of God the Father, through the sanctifying work of the Spirit, to be obedient to Jesus Christ and sprinkled with his blood:

Grace and peace be yours in abundance.

³Praise be to the God and Father of our Lord Jesus Christ! In his great mercy he has given us new birth into a living hope through the resurrection of Jesus Christ from the dead, ⁴and into an inheritance that can never perish, spoil or fade. This inheritance is kept in heaven for you, ⁵who through faith are shielded by God's power until the coming of the salvation that is ready to be revealed in the last time. ⁶In all this you greatly rejoice, though now for a little while you may have had to suffer grief in all kinds of trials. ⁷These have come so that the proven genuineness of your faith – of greater worth than gold, which perishes even though refined by fire – may result in praise, glory and honour when Jesus Christ is revealed. ⁸Though you have not seen him, you love him; and even though you do not see him now, you believe in him and are filled with an inexpressible and glorious joy, ⁹for you are receiving the end result of your faith, the salvation of your souls.



1. Elect – Appropriate confidence

1:1 CERTAIN CALL VERSES 1-2

'Define yourself radically as one beloved by God. This is the true self. Every other identity is an illusion.'

Brennan Manning

'So the key question is this: who am I really? And the answer is: you are God's beloved child. That is your true identity, and it is the only identity that is built on solid rock and can hold you firm through difficult days. It is an identity that is given, not achieved, and as such does not need to be maintained, only lived out. It is an identity bestowed upon us by the God who made us and who has redeemed us.'

Tony Horsfall

1:2 CERTAIN DESTINATION VERSES 3-5

2. Exiles – Appropriate Realism (verses 6-9)

2:1 CERTAIN PATH (VERSE 6)

2:2 CERTAIN PURPOSE

‘How firm a foundation’:
‘When through fiery trials thy pathway shall lie,
My grace, all sufficient, shall be thy supply;
The flame shall not hurt thee: I only design
Thy dross to consume and thy gold to refine.’
John Rippon

‘The only thing that really teaches one what life's about ...is suffering, affliction.’
Malcom Muggeridge

Pause – How We View Ourselves has Far Reaching Implications.

- Rejoice and repent.

Valley of Vision ‘Continual Repentance’

‘Grant me never to lose sight of:

- the exceeding sinfulness of sin
- the exceeding righteousness of salvation
- the exceeding glory of Christ
- the exceeding beauty of holiness
- the exceeding wonder of grace’.

NOTES

ARROW – AN OVERVIEW

1. Purpose

ARROW'S PURPOSE IS TO DEVELOP CHRISTIAN LEADERS FOR THE CHURCH OF THE 21ST CENTURY

- Leaders dependent on the grace of God, confident about who they are in Christ, and empowered by the Holy Spirit.
- Leaders clear about their unique call and consistent in living it out.
- Leaders serving the kingdom with personal lives modelled on the servant character of Jesus.
- Leaders passionate for and committed to evangelism.
- Leaders skilled and competent to lead organisations or churches at a time of great challenge and change.

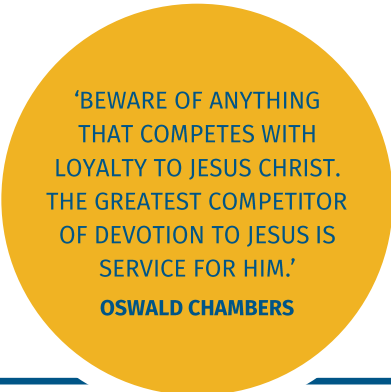
IN ALL OF THIS

- Honour God.
- Life change.
- Ripple effect.

2. Desired Outcomes

Outcome 1: To be Led More by Jesus, **Knowing Him** and...

Remain in me and I will remain in you... apart from me you can do nothing.
John 15:1-11



'BEWARE OF ANYTHING
THAT COMPETES WITH
LOYALTY TO JESUS CHRIST.
THE GREATEST COMPETITOR
OF DEVOTION TO JESUS IS
SERVICE FOR HIM.'
OSWALD CHAMBERS

ARROW – AN OVERVIEW

Outcome 1: To be Led More by Jesus, Knowing Him and Understanding his Will...

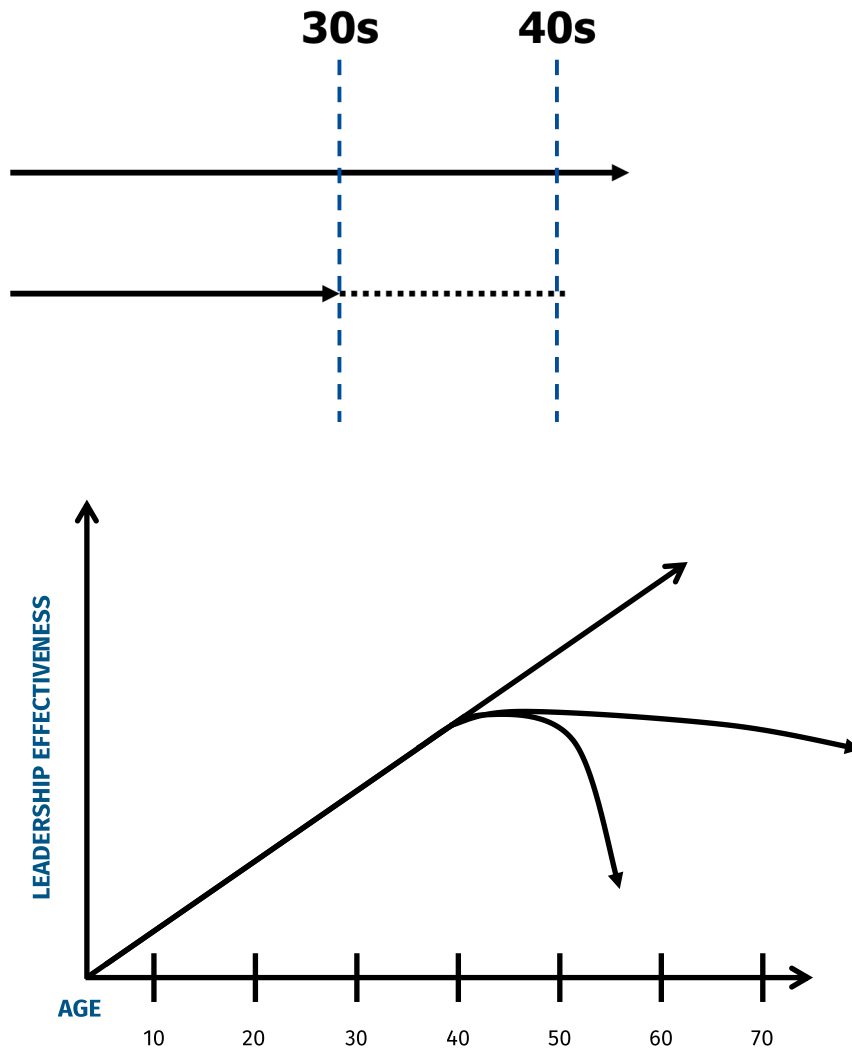
Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will.

Romans 12:2

Outcome 2: To Lead More Like Jesus, Working Well with Others to Enable His People to be a Missional Community

Watch your life and doctrine closely. Persevere in them, because if you do, you will save both yourself and your hearers.

1 Timothy 4:16



'Christian vocation is God's call to live to the praise of his glory and to serve God's purposes in every context of life.'

Robert Banks and R Paul Stevens

ARROW – AN OVERVIEW

Outcome 3: To Lead More to Jesus, Helping People of All Ages Come to Know Jesus in our Generation

Again Jesus said, 'Peace be with you! As the Father has sent me, I am sending you.'

John 20:21

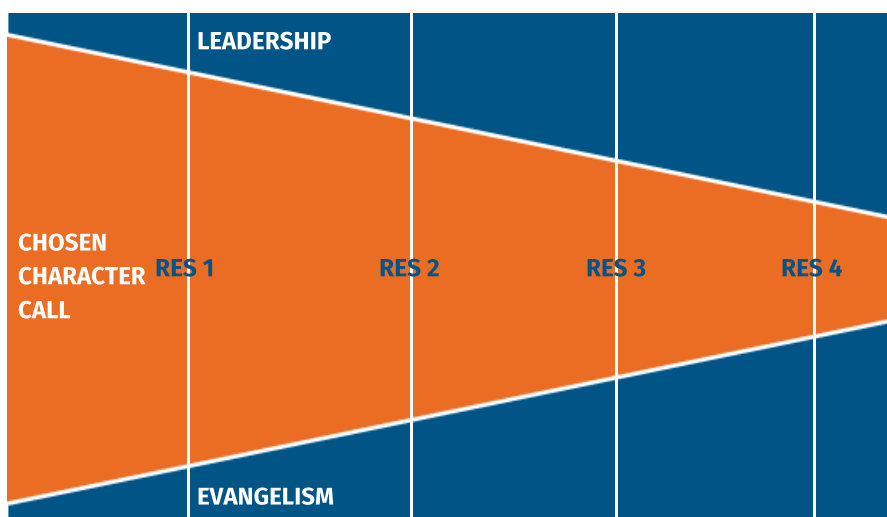
THREE FUNDAMENTAL QUESTIONS FOR THE CHURCH OF OUR DAY

- What does it mean to be church?
- How do we engage in effective evangelism?
- And therefore what sort of leadership is required?

3. The Process

Overview of Programme

OVER TIME



'The gospel needs to be constantly forwarded to a new address because the recipients keep changing their place of residence.'

Helmut Thielicke

ARROW – AN OVERVIEW

IN COMMUNITY

- Because theologically it is the nature of God and the Church.
- Because pastorally many isolated.
- Because pragmatically best way to learn.

‘The New Testament knows little of solo leadership. Leaders are best grown in community and leadership is best exercised in community.’

THROUGH VARIETY

‘The heart of leadership is not in mastering the how-tos but in being mastered by the amazing grace of God.’

Leighton Ford



RESIDENTIALS

Four residentialials, one per term.



ASSESSMENT

One to two self assessments per residential.



MENTORS

Each participant is accompanied by a mentor, they meet twice between each residential.



PEER GROUPS

Small groups of four or five participants are formed and journey through the programme on the residentialials and connect twice between the residentialials.



PREP/INTEGRATION

There is work before and after each residential.



PRAYER BASE

Each participant chooses an intercessor to pray for them throughout the programme.



BIBLE

There is the opportunity to read the whole Bible over the 18 months with other participants and supporters.



PVS WEBINARS

In between each residential there is a webinar focussed on developing a personal vision statement (PVS).

“

He made me into a polished Arrow.

Isaiah 49:2

”



ARROW LEADERSHIP PROGRAMME 18 – OVERVIEW

	CHARACTER	CALL
PREPARATION DAY 9 March 2024	The preparation day is for participants and a friend or spouse. It provides an opportunity to meet with other participants, engage with the model of leadership development at the heart of the programme, and to consider some of the practicalities of how Arrow works.	
Preparation for Residential 1.		
RESIDENTIAL 1 12-17 May 2024	<p>BIBLE TEACHING: LEADER Studies in character, call and competence.</p> <p>ASSESSMENT AND REVIEW Developing self-awareness through assessments, time with a psychologist and a 'leadership partner', and an activity day. As a result each participant identifies a personal development plan.</p> <p>PRAYER LIFE OF THE LEADER The place of God's word and prayer in the life of a leader. Dependence on God, embedded in Christ, led by the Spirit.</p>	<p>DISCERNING PERSONAL VISION (1) What are God's priorities for our lives? Where might he be leading? This track considers why call is important and offers a tool for discerning God's call.</p>
Monthly meeting with mentor. Two meetings with peer group. Integration. Personal Vision Statement (PVS) Webinar.		
RESIDENTIAL 2 6-11 October 2024	<p>BIBLE TEACHING: 'DEALING WITH BARRIERS TO GODLY LEADERSHIP' Exploration of issues that scupper us in life and leadership e.g. ambition, anger, lust, discouragement.</p> <p>OVERCOMING THE DARK SIDE OF LEADERSHIP Using an assessment inventory we identify our particular 'dark-side' in leadership, and explore ways to minimise its impact.</p>	<p>DISCERNING PERSONAL VISION (2) Jesus and his call. Implementing God's call in our own lives.</p> <p>THE RESILIENT LIFE How do we lead a grace-filled life rather than an over-busy, frantic life? Using an inventory we identify what drives us, and explore managing the pace and handling stress.</p> <p>QUIET DAY Time with God.</p>
Monthly meeting with mentor. One meeting with peer group. Integration.		
TAKE TWO 11 January 2025	Take Two offers participants and their supporters a chance to gather for a day dedicated to reflecting on the impact of Arrow on their lives.	
Monthly meeting with mentor. One meeting with peer group. Integration.		
RESIDENTIAL 3 16-21 March 2025	<p>BIBLE TEACHING: 'A COMPELLING VISION' Insights from the book of Revelation shaping our vision of Jesus and his Church.</p> <p>PRAYER LIFE OF THE LEADER Conversation in light of the questionnaire</p>	<p>DISCERNING PERSONAL VISION (3) Living the called life – personal orderliness.</p>
Monthly meeting with mentor. One meeting with peer group. Integration. PVS Webinar.		
RESIDENTIAL 4 8-13 June 2025	<p>BIBLE TEACHING: 'GOING THE DISTANCE' How do we keep the faith, run the race and fight the fight for the long haul? Studies in 2 Timothy help us to explore 'going the distance.'</p>	<p>A RETURN TO RESILIENCE This module includes space for reflection and an exploration of the way ahead into the rest of life! Includes a review of PVS and Development Plan.</p>
Monthly meeting with mentor. One meeting with peer group. Integration.		
MOVING ON DAY 11 October 2025	This day marks the end of the programme when we gather participants and their supporter to celebrate all that has happened and look to the future.	

LEADERSHIP	EVANGELISM	
<p>LEADERSHIP MATTERS Introduction to the leadership track, exploring what it is and why it matters. This module explores two aspects of leadership, character and competence.</p>	<p>EVANGELISM FOR TODAY How do we keep our vision for personal evangelism alive? Includes reconnecting with the good news of the gospel and the 'lostness' of people through a study of Christ, interviews on the streets and reflection on relationships as central to all good evangelism.</p>	<p>INVENTORIES</p> <ul style="list-style-type: none"> • 16PF5 • Arrow 360
<p>DISCERNING DIRECTION Leadership involves direction. But who decides where we go? This module explores discerning where God is leading as a corporate process and taking action through strategic planning.</p>	<p>MODELLING EVANGELISM We can't ask others to do what we ourselves aren't doing... Evangelism in the personal, public and professional life of the leader.</p>	<p>INVENTORIES</p> <ul style="list-style-type: none"> • Dark side of leadership • Drivers
<p>HANDLING CHANGE Going somewhere involves change. What is good change, what is bad change? How do we handle change?</p> <p>INTERPERSONAL STYLE As leaders we interact with lots of people. How does our style reflect on those we lead? In this module we explore issues of emotional intelligence and relational dynamics.</p>	<p>ORDERING A COMMUNITY AROUND EVANGELISM (1) The leader is a 'cultural architect'. We explore key ways to lead people in evangelism, with a particular focus on shaping culture.</p>	<p>INVENTORIES</p> <ul style="list-style-type: none"> • Interpersonal style • Spiritual disciplines
<p>HANDLING CONFLICT Change inevitably leads to conflict; conflict is a part of leadership. We identify our conflict style, and explore principles for handling conflict.</p> <p>LEADERSHIP – ESSENTIALS SKILLS We explore two core skills for leaders.</p>	<p>ORDERING A COMMUNITY AROUND EVANGELISM (2) Building on the previous residential with a particular focus on the frontlines of home and work.</p>	<p>INVENTORIES</p> <ul style="list-style-type: none"> • Conflict style • Well-being



'HE MADE MY MOUTH LIKE A SHARPENED SWORD, IN THE SHADOW OF HIS HAND HE HID ME; HE MADE ME INTO A POLISHED ARROW AND CONCEALED ME IN HIS QUIVER.'

ISAIAH 49:2

MEET THE PARTICIPANTS AND THE PROGRAMME TEAM

The programme team are responsible for the running of this programme. The team is led by Jo McKee, and members of the team have particular responsibilities for different aspects of the residentials.

- Worship is led by Eils Osgood.
- Matt Hustwayte oversees the practical arrangements.
- Members of the team act as leadership partners, providing an onsite mentor for each participant during the residentials.

Key Dates for the Programme

PREPARATION DAY	Saturday 9 March 2024
RESIDENTIAL 1	Sunday 12 – Friday 17 May 2024
PVS WEBINAR	Wednesday 3 July 2024, 1-2.30pm
RESIDENTIAL 2	Sunday 6 – Friday 11 October 2024
TAKE TWO DAY	Saturday 11 January 2025
RESIDENTIAL 3	Sunday 16 – Friday 21 March 2025
PVS WEBINAR	Wednesday 30 April 2025, 1-2.30pm
RESIDENTIAL 4	Sunday 8 – Friday 13 June 2025
MOVING ON DAY	Saturday 11 October 2025



PARTICIPANTS



JASMINE BARBER

Hi, I am Jasmine, and I am a second-year curate in the diocese of Leeds. I am based at St Augustine's, Wrangthorn which is a part of the St George's team ministries (with St Georges and Holy Trinity Boar Lane). I am married to Richard who is also a second-year curate at Holy Trinity Boar Lane, and we are coming up to celebrating our 3rd year of marriage, after meeting while training at Cranmer Hall in Durham.

I am originally from Peterborough but grew up in Oxfordshire and have lived in the North on and off since my first year at uni in York in 2013. I love reading and you can often find me curled up with a good fiction book. My husband and I also enjoy long walks and we are super blessed to have the

beautiful Yorkshire Dales right on our doorstep! There is also nothing better than a good mooch around a historical town with independent shops; my hobbies very much suggest a retired woman 30 years too early.

I am passionate about people, and love nothing more than long walks and chats or deep phone calls with friends, and I will never say no to the chance of a catch-up in a coffee shop (tea is my fuel). I love that a lot of my job involves being able to share life with others and seeing how God is working through them. It is a privilege I hope I never overlook.



RACHEL COONEY

I'm the Director of Children's Ministry at Ps & Gs, a large city-centre Episcopal (Anglican) church in Edinburgh (Scotland). I oversee Sunday Groups for 0-11s with over 100 families, a weekly Babies & Toddlers group, a weekly Parents Group, a weekly Connect Group and monthly events for different age groups, as well as running our discipleship courses for 9-11s, our Baby Bank, and a monthly Prayer Breakfast for Youth and Children's workers across Edinburgh. I have around 100 team members who make our Children's Ministry possible and manage two interns.

I'm 33 years old and mum to Isaac, aged 6, and Thea, aged 3. My husband, Gordon, works alongside me at Ps & Gs as our Facilities Manager.

I'm very relational and spend a lot of my time meeting with friends. I love getting dressed up for a formal event but generally you'll find me in dungarees or jeans. I love whisky (single malts only), books, the outdoors, and photography. I seem to have a growing collection of candles and sea glass, and an addiction to crisps. I'm passionate about outdoor learning, play-based learning, mission and social justice, as well as discipleship, leadership and creating opportunities for people (of all ages) to encounter Jesus.



SAM DICKINSON

I am grateful to God for loving Christian parents and three wonderful sisters. I am married to Emily and we have four boisterous children. As a family we love to be outside as much as possible – walking, cycling, kayaking, swimming etc. I have recently joined a running club and am enjoying exploring the local moors and hills, having lived in Bournemouth before moving North in 2022. Other interests include curry, dark ale, catching up with friends, and reading.

We live in Blackburn where I serve as a Church of England curate, based mainly at a church called St. Andrew's Livesey. We are still adjusting to a new ministry context for us –

smaller, poorer, more leadership responsibility for me – but it feels a privilege to be here and we are excited about God being at work despite our weakness.

I love opening the Bible with people in different settings, and helping people encounter the Lord Jesus. Although I am not good at noticing the fruit God bears through this ministry, I relish the moments where I see that someone has been encouraged or helped to grow in their walk with the Lord. I am currently enjoying the challenge of helping a church that has had a difficult few years, as we seek to re-gather around the gospel and to re-engage the community God around us.

I am not sure if there is a highly organised person deep inside me, or whether I am deluding myself. I am allergic to forms.

PARTICIPANTS



WILL DRAIN

I am currently the Vicar of St Lawrence's Church in Biddulph and Curate in Charge of St Lawrence's Rushton Spencer. The two churches are very different, Biddulph is a town with a suburban ministry in a medium sized church, while Rushton Spencer is a small rural community with a small rural church. I am passionate about church growth, strategies, and evangelism with the purpose of more people coming to a living relationship with Jesus. Prior to my first posting in Biddulph I was the Curate at St Chad's in Romiley, and ordinand at Holy Trinity in Stalybridge, which was also my home church where I grew up. I am originally from a town called Hyde on the East side of Manchester.

I have a wife and 2 children, and a golden retriever called Ronnie. I grew up in a music shop that my parents owned and so love playing various musical instruments and collect guitars. I have played in bands and led sung worship for many years and so do love music. I am from a charismatic tradition of worship and it is in this form of worship that I am most comfortable.

I was a secondary school teacher for ten years, teaching D&T, and then ICT, and then became a Head of Year before I went into ministry.

My original degree was as a silversmith and woodworker as a trained designer maker.

I love spending time with friends around a fire pit, BBQ and wood fired pizza oven.



JON FEATHERSTONE

I'm Jon, married to the wonderful Claire, with our dear son Nathan born at the end of 2023. Our family also includes Polina who lives with us through the 'Homes for Ukraine' scheme and our delightful black Labrador Nellie.

I've been the Associate Vicar at Emmanuel Church in South Croydon since March 2022, following my Curacy at Christ Church Cockfosters. Before theological college, I completed the M&S Graduate Manager Programme and worked for two years at City Gateway, an East London youth charity securing sustainable apprenticeships for underprivileged youth. I studied Academic Theology at university - not an obvious route into retail management I realise!

Claire worked at EON before becoming a Families worker at a North London Church. We met at a prayer meeting in my Church just before the first COVID lockdown, so many of our early moments were spent outdoors in parks!

We both have a heart for the lost, those on the margins and the hurting and try to reflect that in our life and ministry. We unwind by reading, watching action or biographical films, walking our dog and hanging out with friends and family. I also have a love (though sadly little time at present) for ultimate frisbee, niche 'sports' like croquet and snooker, and have recently taken up Lego again as I figure you can never be too old for that (it's absorbing and allows me to 'complete' something- a blessing given the open-ended nature of ministry!)



IAN FLEMING

I am married to Layna, and this year is our 5th anniversary. We currently live in Ramsbottom, just north of Bury, just north of Manchester.

I'm an ordained minister in the Church of England, and have just been licensed to my first post as incumbent - Team Rector to a team of four churches in the top end of Manchester diocese. While I've only just been licensed, we've been here for a while. We've lived in the same vicarage since starting curacy in the parish next door in 2020, then in September 2022 we moved across to Ramsbottom when their previous minister retired and I was Curate-in-Charge of the team for about 18 months. Thankfully, all 4 churches voted to keep us and here we are. While my own background and thinking is shaped by the evangelical

wing of the Church of England, I happily work across the mix of traditions that make up the worshipping life of the team.

My wife and I met in an Evangelical Anglican church in Bolton, where Layna has always been and where I joined after coming to faith in 2012. When Layna came back from Vet school in Edinburgh in 2015, we got to know each other and married in 2019. We like walking, going to the cinema and theatre, the occasional bit of running and a good board game. I love to read - Gene Wolfe is my favourite author, but anything vaguely fantasy/sci-fi is good with me.

PARTICIPANTS



JENNI FOREMAN

I'm Jenni. I am married to Jamie, who works as a videographer and spends lots of the week caring for our pre-school children. We have two kids, Talia, who is 4, and Nathaniel who is 2.

We are deep in the juggle of family life and ministry – I'd like to say I have hobbies but really I just have toddlers currently!

We live in Hull where I work as a pioneer minister in an urban estate context. We moved to this community 6 years ago for my curacy, and I was later appointed as pioneer minister attached to the same church. I planted and lead a new worshipping community called Side by Side. Side by Side is a deliberately intergenerational, mixed ability community. We are made up of families with younger children and we have a

particular ministry amongst families with children with additional needs. Our heart is to be a community where those who have no faith background or experience and who have very complex lives can find a home and find Jesus. It is very early days for this community, very messy, often chaotic, always beautiful!

I'm also really passionate about enabling ministry and leadership possibilities for those who would struggle to access traditional routes and so much of my time has been spend developing and encouraging my amazing team and helping them grow in confidence, skills and faith. I love being outdoors and eating good food with good friends.



JONTY FORSTER

I live in Liverpool with my wife (Sarah) and two children (Amelie and James). I have been ordained for five years, and in my current role at St Luke's & St Jude's for two and a half years. Our church context is deprived urban (outer city) estate, where two historic parishes in

decline have been merged into one; and so the majority of our time in place has been focused on re-setting things to build a culture where the two distinctive communities can become one and also a focus on growth - which while small and slow has been a source of encouragement during these difficult early years.

A passion of mine and a focus during our time in place so far has been on schools ministry and children and youth work. In

my spare time I love going to the cinema, park run, crazy golf, swimming, cycling and playing and watching football – although my family are all Liverpool supporters – my team is Wigan Athletic – which I know is weird for a Scouser - but we can get into that another time! CPAS has played a big part in my life and faith journey, as I came to faith and met Sarah on the same CPAS venture as a teenager – neither of us were interested in each other at the time – but years later when we crossed paths there was that connection! I'm really looking forward to connect with CPAS again and the opportunities to grow in faith and leadership that Arrow will offer.



MIKE FORSYTH

I'm Mike, married to Rachel, and together we have two girls, Evie (8) and Maddie (5). I'm currently vicar of St James Porchester. I served curacy at Christ Church Chilwell with St Barnabas Innham Nook. I trained for ordination at

Ridley Hall in Cambridge, and prior to training I was serving in the Royal Air Force as a Logistics Officer. Before the Royal Air Force, I spent four years at Catering College in Birmingham, which is where I met Rachel, though we only started dating when I was posted to RAF Cosford and returned to the church I'd been at as a student.

Around this time, I sensed God's call to leave the RAF and train to be a priest in the Church of England, not the greatest chat up line but it did the trick! Fast forward ten years and I'm

entering the third year of being vicar, and we're closer to the picture of church we believe God has called us to (and I think more and more, that's a collaborative 'we' among the congregation too!).

Together we enjoy having people over to cook for, generally speaking I'll make the main course and Rachel the pudding. My interests are, spending time with family, cooking, and cycling. I was very pleased to recently discover that my older daughter, Evie, enjoys playing 'Settlers of Catan' and hope for many afternoons engrossed in board games, whilst Maddie likes nothing better than a movie, snacks, and cuddles on the sofa.

PARTICIPANTS



DAN FREEMAN

I'm married to Geraldine, and we have 4 kids aged 6 and under. I used to have hobbies. (Running and 5-a-side football) An aspirational hope is that one day I might do a triathlon.

We live in Chorley a small town in between Preston and Manchester. Chorley and the surroundings are quite wealthy, although our patch of East Chorley is in the bottom 10% of most affluence indicators. We enjoy the slower pace of life a town brings and the stability of a long-term community. I grew up in the South but have nearly adjusted to the constant rain.

The church we serve is within the Church of England and has a long evangelical history. We have 2 services, an early morning

BCP service (20-30), and a family service (70-90 adults 25-35 kids). I'm new to church leadership and only started at St James in the summer of 2023. I'm the only staff member, but my predecessor was good at delegation and we have a high level of volunteer involvement. That said, there is a small core that do a huge amount and things are beginning to creak at the seams.

Just over half our congregation commute to join us from outside our parish. From those who live in the parish we are better at reaching the more middle class / aspirational working class. We'd love to grow our involvement with our parish and better reflect our community.



KAT GIBSON

Hi! I'm Kat. I'm married to Ben, who is the most wonderful human on the planet. I'm passionate about finding and wrestling with huge questions that lead us on holy journeys; learning to be attentive to God, to those around us and to our own souls; bridging divides and catalysing curiosity (if it isn't too pretentious to say all that). I also really love food, and stories – much of the Holy Spirit's work in our lives involves these things!

My work/ministry involves intercultural church planting in central Leicester, and most of my time is spent with families seeking asylum who live in the city centre hotels, some of whom make up the majority of our mildly chaotic and beautiful little intercultural church plant. We learn so much

from one another, and I'm immensely thankful for all that God is doing among these incredible people whose life journeys and experiences few of us could imagine. I'm also, like many of us these days, trying to learn to slow down (in recognition that the Church already has a Saviour and it's not me!), and to inhabit healthy rhythms of work and rest (having been extraordinarily bad at this for most of my life).

My approach to church planting and leadership has been to basically wing-it and make it up as we go, with a lot of prayer, and hope that God leads in the directions He wants us to go – often feeling quite incapable and insufficient but trying to lean on Him.



GAYLE GREENWAY

Hi everyone! Ever since making my commitment to follow Jesus when I was 13 years old, I have been passionate about the gospel. Following school I studied Theology and Religious Studies, volunteered through Serving in Mission in Thailand, and completed a PGCE. I planned

to teach and gain experience that would support me with my life's calling to church leadership.

At 28 I started my ordination training. In July 2017 I was ordained Deacon and served my Curacy at Wolverhampton, before moving house in the thick of the pandemic to Brownhills to begin serving as their Vicar in July 2020. I praise

God every day for His work through me at Brownhills and am expectant that He will continue His work as I resolve to put my effort in each week.

I have a mum with care needs who loves God and people, and who is a joy to be with. She spends most weekends at the Vicarage with me. My dad died in 2009, though I rejoice in God's goodness in blessing me with a godly man called Martin who has been a wonderful encourager to me since 2012. I have 3 wonderful godchildren – now aged 13, 16 and 21 years, and lots of brilliant friends of all ages who are mutually supportive. In terms of my hobbies, that I like to get up to in my leisure time, I love the gym, running, walking up hills and mountains, listening to music, and catching up with friends and family.

PARTICIPANTS



JAMES HILLS

Dear Brothers & Sister, fellow Arrow-ites!

I'm James – an old man (turning 40 this year) who is young at heart. I'm married to Sarah, dad to 4 children (Nathaniel, Judah, Elissa & Zachary) – life is very chaotic in our house!

I was an engineer with the Red Arrows in my old life, before heading into ministry for the last 12 years, the last 6 of which I have been Vicar of Holy Trinity Wallington in South London – a suburban evangelical church of 220 adults & 100 children that is amid social housing. We've lived all over the UK, including Preston & Cornwall; each child has been born in a different place & each claim that as their heritage.

I love good coffee, cricket & golf, and laughing with people. I was brought up in a Christian family, but it wasn't until Uni that I grasped Christianity my sin & the amazing grace of God to bring me into a relationship with Jesus, not a religion. I'm passionate about Jesus & the privilege of pastoring his people, but very aware of my own inadequacies & limitations. I'm excited to learn together with you over the next 15 months to see what the Lord would do in me & you.

Until we meet, every blessing - James



ISAAC KNIGHT

I'm Isaac, and am Associate Rector at St Mungo's Church, Balerno and Livingston, in the Scottish Episcopal Church. I have particular oversight of a congregation planted into Livingston, and am really excited at all the opportunities there are to share Jesus in the

central belt of Scotland. I trained for ministry at Wycliffe Hall, before completing my curacy in Diocese of Oxford. I moved up to Scotland in Summer 2022, and am loving my time up here.

My first degree was a Sport degree at Durham Uni, and I'm particularly interested in the relationship between faith and sport. I love anything vaguely sport or fitness related, and am a big Leicester Tigers and Leicester City fan – though now I live in Scotland, I am often to be found at Murrayfield.

I'm married to Ruth, a medical statistician, and we are expecting our first baby in mid-March 2024. We also have a black Labrador, named Poirot. You can likely deduce from that that I am also a big fan of both Agatha Christie and David Suchet.

Looking forward to getting to know everyone.



RUTH LEE

I'm Ruth, I live in Mansfield in the East Midlands where my husband is a vicar. I work for our diocese as Lead for Growing Younger Disciples (or Youth and Children's advisor as it's called most places!) where I get to be part of the

amazing move of God that is seeing our churches welcoming, including and discipling young people and their families. I've been in the role nearly 3 years, love it but am challenged by it on an almost daily basis! I predominantly work with vicars, children and youth workers and their volunteers to facilitate their work in Y&C ministry through training and networking. I'm really excited about what God is doing in the church around this at the moment and it is

a huge privilege to be a part of it. In our church I'm involved in the youth and children's ministry, where I see in real life the things I talk about in my job!

Outside of work and church life I'm happiest when I'm outside, doing anything, but mostly hiking with occasionally some canoeing, paddleboarding or just sitting with a good book or a good friend and enjoying the world around us. I also like board games, making and eating food and being creative.

PARTICIPANTS



KATH MORRIS

In January I started as an Associate Minister for Students and Young Adults (18-30) at St Saviour's Church, Guildford. The role aims to reach this generation with the good news of Jesus, and journey with them as they grow into mature disciples. It includes developing evangelism and mission amongst this generation, building community, forming discipleship pathways, growing vocations, and developing young leaders. I am loving the challenge. In ministry, I enjoy collaborative working, training new leaders, and I have particularly enjoyed thinking outside the box, exploring new possibilities for outreach and engagement in worship, and enjoy working out how to implement new ideas.

I love team sports, going to the theatre, reading, doing anything creative, catching up with friends and family (I am a very new aunty and loving aunty life), and I currently spend a lot of my spare time wedding planning for my wedding (to Tom) in June. I grew up in South Africa and love traveling to new places, engaging with different cultures, and meeting people from all over the world.



CYDNEY NUGENT

Hello I'm Cydney, a youth pastor from Durham Diocese. I am very passionate about guiding the next generation on their faith journey. I have spent the last 8 years working alongside young offenders, students and young people in churches discipling and creating spaces for young people to flourish and learn. When I'm not at work, you can usually find me being creative, I love cooking, painting and pottery and if I'm not being creative I'm spending time with people I love, at the beach or singing my heart out in worship.

calling me too. My big goal for this year is to double all that God has entrusted me to steward, in both the team and the number of young people I am working with. Starting with prayer and by faith building up a ministry sustainable and missionally ready to reach even more people locally with the good news, Luke 10:2.

I'm praying for you all as we commit ourselves to the Arrow Leadership Programme, with expectation and excitement of all that God would do this year and entrusting Him to guide us and really bless our time of learning together. Really looking forward to meeting you all.

2024 and applying to Arrow for me is all about growth. I'm excited to have the opportunity to spend time focusing on becoming a stronger leader so I can lean into all that God is



RHI O'ROURKE

Hospitality is a big passion in my life. I love finding ways to bring people together and include those who find themselves on the margins. I like to invest in close friendships and enjoy time with my big extended family (we hosted 19 for Christmas!) I like to try new things (which has led to a small graveyard of craft items in the office!) and I also enjoy playing board games and reading.

My husband and I are both curates, but in separate parishes. I am a pioneer curate meaning that I have scope to go out of the church boundaries a bit more. My parishes are mid-high Anglican, although I am from a lower Church tradition and feel more comfortable in a contemporary environment.

I really enjoy working in the local school, I also run a community choir and have started a Forest Church. There's some community forming between who comes to these initiatives. After two and a half years in Coalville this is lovely to see as there's such significance in 'doing life' with the people God is calling me to minister to.

I'm outnumbered by the men in my house, my husband and I are raising three teenage boys. We live in Coalville, an ex-mining community in North-West Leicestershire. They are lovely people with an interesting history. The area has many social and economic challenges, but many opportunities to share God's love.

PARTICIPANTS



JESS SAVILL

I'm Jess Savill, married to Tom, and we have 2 dogs at home, Huey and Bebe, who are rescue Brittany Spaniels from Spain. Tom and I got married during Covid in December 2020, shortly after I was ordained as Deacon. I am now

priested, and in my first incumbency post in Toton, Nottinghamshire, which is a lovely place to be, in between Beeston and Long Eaton.

I love ministering in Toton, and engaging with our local community. I spend lots of time sharing God's love through showing up and caring for all those I encounter, whether that's at our local schools, in the park, at church or in Tesco. I feel that I'm in a season of being present, and seeing where God leads me.

Outside of church, I love to cook and bake – Tom and I cook together using The Spicery cookbooks (they make the best currys, tacos, mezze etc). My two favourite bakes are banana bread and chocolate brownies. My first degree was in Drama, so I love all things relating to theatre, whether that's being on stage, backstage or in the auditorium!

Tom and I love to spend our Saturday off together playing board games (particularly Ticket to Ride), eating hash browns (cooked in the air fryer, of course!) and walking the dogs. We live just under an hour from the Peak District, so we absolutely love to go wandering in the hills with the dogs, often finishing with a pint at Thornbridge Taproom.



PETER SHAW

I'm Peter, and it might be the obvious thing to say, but I love Jesus. He changed my life, is changing my life and I want to give it all to serve him.

As a family, we have just moved to Plymouth. I am just about to start as Team Rector of Emmanuel with St Paul's and St Mary's. Formally, I lead an estate church plant in Nottingham, which was really hard, but very formative.

I've been married to Steph for just over a decade, and she is the second best thing to happen to me. We met touring with Riding Lights Theatre Company, and after spending eight months touring in a van, she still liked me, so I persuaded her to get married. She was formally in ministry but now looks

after four kids: Josiah (6), Eliza (4), Tobias (2) and me.

Beyond church ministry, I've embarked on a part-time Ph.D. journey at Birmingham University in New Testament textual criticism. I am a bit of a fake academic, I love reading, studying and can do a bit of Greek, hence the PhD, but really I'm not that clever.

Despite growing up very working class, I am a coffee snob. I love good food and beer. I support Arsenal football team but can't watch them live as it is too stressful. So I watch Match of the day but only when they win.

I look forward to meeting you, sharing experiences, and learning from you.



MATT SMITH

I'm Matt Smith, Associate Vicar at Christ Church Virginia Water in Guildford Diocese. I am married to Alice, an anaesthetic doctor and we have twin sons, Albert and Theo who are 2 years old. We also have a 3-year-old black Labrador called Lyla.

My first degree was in Geography and Economics, whilst at university I got involved with the Christian Union and found a passion for telling others about Jesus. This led me to take a gap year at Soul Survivor Watford and then onto Trinity College Bristol to train for ordained ministry. I served my curacy in Northampton in Peterborough Diocese before moving to Surrey in September 2022 when I started my current post. In this role, I line manage our youth worker and student

worker and I lead a connect group for young families. I oversee our informal evening service and the pastoral care of the church. I also take a lead on running evangelism courses.

Outside of work, I love my sport, I enjoy playing football (support Crystal Palace) and getting on our exercise bike. My wife and I enjoy going on countryside walks with Lyla and finding a nice country pub with good food as a reward. Having a young family is full-on, we both work full-time, so it is a juggling act, but we adore our two boys and it's a privilege helping them grow up and develop and we love seeing our church family love them and accept the chaos they bring.

PARTICIPANTS



TIM SMITH

Hi I'm Tim. I am the Associate Vicar at St Barnabas Cambridge. I am married to Emily (who works at St Barnabas as part of our operations team) and we have three children, Ellie who is 7, Elijah who is 4 and Reuben who is about to turn 2.

We have been in Cambridge now for 3 and a half years, and we love living in the city and being a part of St Barnabas Church. One of our big loves as a family is food and drink. We are very blessed to live within a few minutes walk of lots of

restaurants, and places to eat. I am also a bigger coffee lover (please don't be offended if I turn down the offer of coffee, I am rather particular). In my free time I love gardening, foraging and turning what I grow and forage into something to eat or drink.



BEN STRAIN

Hi I'm Ben, I'm married to Lydia, who is a hospital doctor, and we have 2 kids: Tilly (4) and Bea (2). We live in Forest Hill, South-East London where I lead a church called Holy Trinity Sydenham + Forest Hill. We have been here 2 years and before that lived in Ealing, West London where I served my curacy.

Coming to Holy Trinity was a step of faith as we moved from a large, well-resourced church to lead more of a 'start-up' or revitalisation project. It has been amazing to see God move and provide as we have sought to follow Him. There's certainly been lots of challenges too, but the last two years have been hugely formational for me as leader, in my character and as a follower of Jesus.

We love living in this part of London and enjoy city life – good coffee, the parks, the culture etc. I am a big England cricket fan and am an enthusiastic, if not especially talented, sportsman. I am naturally musical and have played a variety of instruments in bands all my life. I think Taylor Swift is great.

I am a charismatic evangelical and am passionate about helping people find, and experience more of, Jesus (rather than religion). I love to see people become who they were created to be in Him and the church fully alive. I am very interested in leadership and its power for good.



SOMCHAI TONGKAO

Hi! My name is Somchai, and I grew up in a rural Lahu hilltribe village in the north of Thailand. My village and my parents were Christian because of some of the first missionaries who came to Thailand and shared the gospel with my Grandfather. I received a scholarship from

Compassion International to attend school and learn more about the Bible and faith. Through that, I came to a personal understanding of Jesus as my Lord and Saviour and realised that being a Christian was not about religion but about a relationship with God. After high school, I was accepted onto Compassion's Leadership Development Programme where I attended university and grew deeper in my faith.

I'm passionate about Jesus, young people and sport, and I get to combine these three things in my work! I live with my wife, Cat, (who is British) in Manchester, where we both serve as missionaries with SIM's Sports Friends ministry. I help train and equip local church leaders (8 years in Thailand, and now 6 years in the UK) to start up sport ministry initiatives that help share the gospel with young people and make disciples of Jesus Christ through sport.

I would love to become a servant leader who is more like Jesus, so that I can help the next generation – specifically Lahu young in Thailand people -- to do the same for God's glory. In my free time I love singing and leading worship, and spearfishing when I'm in Thailand! Thank you!

PARTICIPANTS



JAMES WALLACE

My name is James, and I am married to Sara, and we have three children: Nathaniel (10), Keziah (8) & Tirzah (3). I am originally from Liverpool; my dad worked as a postal worker and my mum in an office in a school. Prior to being ordained, I did various jobs, including: Optical Technician, Youth Worker, Careers Advisor, Chaplain, and an Out of Hours Manager in a University. I am just coming to the end of my Curacy at St. Mark's, Haydock where I have been for over 2 ½ years and will be the next Vicar of St. Cuthbert's Fulwood, Preston at the end of April 2024.

I have a number of passions and interests including sport, music, cooking, travelling and learning about new cultures. My interests in cooking and travelling have developed since

meeting Sara who has family in the USA and France. I have had an interest in sport all my life, including playing, football, cricket, and snooker; I also enjoy watching sport in my spare time, and I am an Everton supporter. A few years ago, this interest in sport linked with my chaplaincy led me to studying an MA in Sports Chaplaincy which opened up a door to be a Sports Chaplain to Rochdale Hornets RL, and I was Chaplain to the Italian RL team at the 2021 Rugby League World Cup.



BEN WILKINSON

I am the vicar of two urban parishes in Greater Manchester, Christ Church with St Saviour's Chadderton (in Oldham) and St Mary's Balderstone (in Rochdale) and have been in this role since 2021. Both of these parishes are high deprivation areas with multi-ethnic populations and this is reflected in our church family. I supervise a curate who is due to finish in mid-2025 and I am thankful to be serving alongside a number of faithful and gifted church members. All three churches are evangelical, but went through some difficult times in the years before I started.

I am married to Hannah and we have two children, Esther (age 11) and David (age 8). I grew up in Switzerland and Berkshire

and Hannah grew up in Sheffield. I enjoy keeping active, including jogging and occasionally cycling, playing tennis and golf.

I am thankful to the Lord for the privilege of serving him in this part of the world and serving his people. My passion is to help people to know Jesus and to equip his people to grow in their faith and make him known to others.

PROGRAMME TEAM



JO MCKEE

I work for CPAS as Head of Leadership Development and the Director of the Arrow Programme. Previous to this, I was a full-time incumbent of a parish in north Manchester and serving as the Arrow Programme Director as a sixth day ministry. Like most incumbents I had a number of different hats, one of which is being the director of our church pre-school nursery... the things they don't teach you at theological college!

I became a Christian at a relatively young age and have had a number of different roles in a variety of contexts: youth worker in a professional church in south Manchester, summer youth Ventures leader, music director in an ex-pat church in

Belgium, school chaplain for a UPA Church of England Academy, incumbent for a church family in a working-class area, and now working for an Anglican mission agency.

People coming to know Jesus is one of my passions and at every opportunity I try to facilitate others doing the same. I love the emphasis that Arrow gives to evangelism and I'm looking forward to continuing on the journey of exploring what evangelism looks like in our different contexts.

I'm married to Nick, who is also ordained, and we have two grown up girls in our lives who are frequently more responsible than us at times! Together we love going on holiday to the Lake District and eating good food. When there's the time I also like blowing the dust from my saxophone and playing with a local Symphony Orchestra.



MATT HUSTWAYTE

I am the Arrow Programme Manager and work mostly behind the scenes to try and ensure Arrow runs smoothly. In the most part I will be your main point of contact.

I live in a largish village called Calverton which is just north of Nottingham and am married to Sam who is the local vicar. We have three children who are all getting quite grown up!

My main interests and hobbies include playing hockey, running, skiing and being a member of Nottinghamshire County Cricket Club. I relish almost anything practical and am

a keen DIYer, I also enjoy a good book and a decent pint of real ale – some of which I make myself!

I co-overall lead Ski Venture one of CPAS's many Venture holidays which combines my passion for skiing, administration and enabling young people to encounter Jesus and develop as leaders, some of whom come back onto Venture as leaders themselves.

At my local church I am involved in many aspects including fabric committee, children's groups, and many, many other things which come with being married to a church leader! Being an administrative and practical clergy spouse has resulted in me being part of the Diocesan Clergy Spouses leadership team.



TERRY CLARK

In 1989 God graciously brought me to saving faith while I was sitting in my college room in St John's Street, Oxford, after nearly a year of my wrestling with the claims of Jesus. I used to be a research biologist, and for a while a secondary school teacher, but since 2000 have been a Church of England ordained minister following training at Wycliffe Hall.

For 23 years I was involved in running CPAS CYFA Ventures and have most recently been a Simeon's Trustee, involved in clergy appointments in the NW of England. I was an Area Dean for 7 years and I continue to conduct Ministerial Development Reviews of clergy colleagues in Manchester

Diocese. I have trained several curates and placement ordinands and have sent 3 people into ordained ministry/training for ordained ministry and 1 into licensed lay ministry. I've also been involved in appointing 2 bishops. My greatest joy in ministry however has been in serving three local churches as their pastor. My wife Beccy was a member of the ALP17 team and is currently training for ordained ministry with Emmanuel Theological College. Our goldendoodle Ebba keeps us well exercised with the daily walking she needs, as often as we can on the beaches of the Lancashire coast. My hobby is evangelistic woodturning.

PROGRAMME TEAM



ANDY HUMM

Before pursuing ordination, I served an engineering apprenticeship and worked as an engineer within a ministry of defence contract company. Later, I became part of a creative arts mission team in France, fostering my passion for both creativity and service. For 17 fulfilling years, I served as the youth minister in a number of settings, an expatriate community in an international Anglican church in Brussels and a ACNA church planting endeavour in Charlotte, North Carolina. On returning to the UK, I spent time in a diverse Anglican church community in Luton.

I completed my theological studies at St. John's Nottingham.

And then served as a curate at Emmanuel Loughborough, learning and developing my leadership and pastoral skills. Currently, I am privileged to hold the position of incumbent at a church in Tiverton, Devon, where I am involved in growing our congregations in community engagement, personal discipleship and outreach.

I hold a postgraduate degree in missional leadership. Beyond ministry, I have a love hate relationship with my aging Land Rover, which has accompanied me for the last 10 years. As a lover of the great outdoors, Devon is a great place for moor and sea, and if I can make it north, I love being in the mountains.

I have been married to Sarah for nearly 30 years and have 2 almost grown-up children.



STEVE BAILEY

Hello, I am really looking forward to sharing in ALP18 with you. I have been in Oadby for nearly thirteen years, based at St Paul's Church. I started out as Team Vicar for the first six years and then as Team Rector of a larger team. I have become Area Dean for the last five years. Oadby is a very multi-cultural place, and my boys are in the minority as white children in their classes.

Angie and I met whilst on community at Lee Abbey in the late 90's. Angie was a church youth worker and is now working part time in a school providing 1:1 support for pupils with additional needs as well as helping with children's ministry at church. We have two teenage boys. Before ordination I

worked as a chef specialising in patisserie.

I enjoy running and have completed the Great North Run for the last few years as well as over 100 parkruns. I also swim regularly. I enjoy watching The Great British Bake Off and am a fan of The West Wing. We try to grow some of our own fruit and veg at home, raspberries are the most popular!

In ministry I am passionate about discipleship and seeing people grow in their faith. Community is a great place for that to happen. Arrow combines these aspects really well and has been a real blessing to me. I pray that Arrow is a real blessing to you.



JACKIE MANN

I'm a West Country girl (you'll hear it in the accent!), now living in the Midlands, who loves being by the sea (ironic I know), a glass of red wine, a log fire and lazy times with friends.

Somehow, I've just clocked up thirty years leadership experience in Christian organisations and the local church. (Which seems very strange as in my head I'm still in my mid 30s!). In every context it's been a privilege to be about developing leaders who nurture disciples that follow Jesus in every area of life and have a passion to go out with the good news. Currently I am serving on the staff team of an independent church in Warwick where I have been since 2008. My main brief is for training across the whole church

primarily focusing on leadership development, discipleship, homegroups, and other aspects of training particularly in engaging with cultural issues. I also love getting my fingers into big picture thinking, team building, our community initiatives and I'm never happier than when I'm teaching God's Word.

I was an Arrow participant on ALP7 (2006-2007) which 'hand on heart' I can say was a truly transformational eighteen months, I can't wait to see what he has in store for you! Since then, I've had the privilege of serving the Arrow Programme in a variety of ways and it's a joy to now be part of the team for ALP18

PROGRAMME TEAM



EILS OSGOOD

I am Associate Vicar at Holy Trinity Church in Richmond (SW London), am married to Matt, who is also on the staff at HTR and we enjoy juggling ministry and family life together. We have four children – Jemima (16) and Noah (14) (who are my step-children), and Joel (6) and Phoebe (nearly 3).

I grew up near Reading in Berkshire, studied Music at Cardiff University, and following that worked in a few different church roles, mostly working with students and young adults and leading worship. I took part in Arrow Programme 9 in 2008-09 and soon afterwards began exploring a call to ordination. I went on to train at St Mellitus College where I

completed an MA in Christian Leadership.

The common thread throughout is that I love helping people to discover the joy, hope and purpose that is found in knowing Jesus, preferably along with a good cup of coffee. I also love new ideas, being collaborative, any sort of team day and seeing people grow in what God is calling them to. I am mildly allergic to rotas and I am trying to get better at keeping my desk tidy.

To switch off, I love returning to my classical music roots and sing with a chamber choir in London, and I also enjoy running with Oscar, our large ginger Labrador. I am delighted to be back serving on the Arrow Team and so looking forward to seeing what God has in store for our time together.

Programme Team Contact Details

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T 0300 123 0780

WHEN ON RESIDENTIAL, IN EMERGENCIES CONTACT 07311 437016

COMPLETING ASSESSMENTS

Background

In preparation for residential 1 we ask you to complete two assessments. Some will already be familiar with such tools, for others it will be a new experience. The tools we'll be using at this stage are 16 Personality Factors (5), and the Arrow 360 Review.

These tools are not the answer to all our problems, nor should they be taken to either excuse behaviour or to fit people into straightjackets. Rather they are designed to provide useful insights to develop self-awareness, and it's with this aim that we use them as part of our preparation for the first residential. We have a highly qualified and experienced occupational psychologist who will be processing the results of 16PF5, and she will also be in attendance at the first residential for individuals to talk through their profiles.

These inventories provide one way of discovering something more about ourselves. Some of us by temperament will enjoy this process more than others, some will find particular questions or approaches frustrating, some will have questions about various aspects of the tools, some will struggle with some of the insights that are revealed through the assessment.

At this stage we invite you to enter the process as fully and positively as you can. Those who have struggled with various aspects of the process in the past have still gained significant insights and found them immensely helpful. Thank you for filling in the Permission Form which enables information to be shared with your Leadership Partner so that they can support you in your formation.

How to Complete the Assessments

Two assessment inventories form part of the assessment procedure on Arrow. We'll be explaining more about this during residential 1.

These instructions will help you complete the inventories accurately. Please read them through carefully.

The following guidelines will help you to complete the assessments in the most beneficial way.

- **Check the deadlines** Please schedule time to complete the tasks on time.
- **Read the instructions carefully** Be sure you understand what to do before starting.
- **Be honest** Tell it how it is, not as you may want it to be. It is of course perfectly possible to try to 'beat the system', to make ourselves appear different from how we know things really are. Try to be as honest as you can. Do not spend too much time thinking about the questions. Your immediate response is probably the right one.
- **Complete the two assessments at different times** Don't try to do them both at the same time. Spread them out over a few days.
- **Choose your moment** It helps if you can fill them in when you're not too tired, exuberant or depressed. The end of the day or after a difficult meeting might not be the best moment.
- **Don't delay** Please don't leave this to the last minute. You're bound to rush them. There is a significant amount of work for us as we collate the information, so we'd be really grateful if you could get them back to us as soon as possible, and certainly by the deadlines.

Action

- Send your Arrow 360 reviewer names and email addresses to us by **14 March**.
- Complete the online 16PF5 by **28 March**.
- Complete and return your Arrow 360 survey by **12 April**.

ARROW 360 REVIEW AND 16PF5

Arrow 360 Review

- **Area** This inventory seeks to assess you against the core character, call, competency model at the heart of Arrow. This is the least scientific of the inventories and requires a good deal of honesty on your part. It also involves receiving feedback from people who know you.
- **Methodology** We use an assessment process, administered by us, which enables you and five other people to input information. We then produce a summary document which compiles all the data, and also ensures it is anonymous.
- **Instructions** You will receive an email from us in the next few days asking you to provide the names and email addresses of five reviewers. Please ensure that you have checked that people are willing to be part of your review group before passing their details on to us. Reviewers need to know you well enough to be able to answer a range of specific and detailed questions about you and your ministry. Please think carefully about who to select as the effectiveness of a 360 survey is largely governed by the quality of the reviewers' input. Select people according to the categories below:
 1. **Reviewer 1** Overseer. Someone with responsibility for your oversight e.g. line manager, vicar, area-dean, bishop, archdeacon.
 2. **Reviewer 2** Peer/Colleague. Someone who knows you well and preferably sees you 'at work' e.g. fellow staff member, fellow clergy, churchwarden
 3. **Reviewer 3** Someone you lead. This person needs to be accountable to you as their leader.
 4. **Reviewer 4** Someone else you lead.
 5. **Reviewer 5** Family member who knows you well e.g. spouse, parent, sibling.

Once you have provided us with their details, we will email a survey to your reviewers for them complete and return to us. We will also send you a survey to complete on yourself and return to us. The survey takes approximately one hour to complete.

- **Deadlines** Send your Arrow 360 reviewer names and email addresses to us by **14 March**, complete and return the survey on yourself by **12 April**.

The 16 Personality Factors 5

- **Area** This is an industry-standard psychological test. It will give you a good handle on key personality factors and how they relate to your interaction with others. During the first residential you will spend an hour with an Occupational Psychologist to review your profile.
- **Instructions** You complete the 16PF personality questionnaire on-line. We will email you the link to the questionnaire. Do read the full instructions given before answering the questions. Please email your completed questionnaire to publisher OPP (as per the online instructions). Your data will be stored by OPP and your feedback giver, Occupational Psychologist Alex Volcansek. CPAS does not store your data and, other than Matt Hustwayte who will be printing off your report, no one else will have access to it. When completing this inventory, try not to think of yourself in a role, such as 'at work' or 'at home', when answering. Try to be the 'real you' regardless of environment.
- **Deadline** Complete and return by **28 March**.

360 REVIEWERS

Please ensure that you have confirmed that people are willing to be part of your review group before passing their details on to us.

Select people according to the categories above: (your reviewers need to know you well enough to be able to answer a range of specific and detailed questions about you and your ministry).



	FIRST NAME AND SURNAME	EMAIL ADDRESS (PLEASE ENSURE THIS IS CORRECT)
1		
2		
3		
4		
5		

BEING PRESENT ON ARROW

Email, Work, Social Media

Building Community

Christian leaders are familiar with the solitude that often accompanies leadership roles. At Arrow, we cherish the opportunity to foster a sense of community—this creates a space for friendship, mutual growth, and encouragement within the program.

Over the years, we've discovered certain practices that contribute to the smooth flourishing of our community, while others hinder it. Likewise, we've identified factors that facilitate participants in being fully engaged with God and each other, as well as those that obstruct such attentiveness.

In the following areas, we aim to highlight factors that can enhance your experience of Arrow, as well as positively impact the experiences of others involved.

1. EMAIL AND OTHER CONTACT WITH WORK

We encourage you to consider the level of engagement with your work during the residential, as your experience will be greatly enhanced if you can fully immerse yourself in the programme. It's notable how often individuals have veered off course during a residential simply by checking a work email that could have waited until they returned home. So our advice is don't do work email and consider using a separate email account for family communication to avoid the temptation of checking work emails!

While acknowledging the possibility of genuine work emergencies, we recommend establishing a designated method for potential contact and defining what constitutes an emergency with select individuals, such as churchwardens or ministry colleagues. Our experience indicates that such emergencies are infrequent and uncommon occurrences.

Before the residential, aim for a light weekend afterward. Where possible, arrange for someone else to handle your usual Sunday preaching or service/ministry responsibilities.

Summary:

- Focus on fully engaging in the residential activities without distractions from work emails, put your out-of-office on.
- Make arrangements with others how work emergencies might be handled in your absence.
- Arrange how you will communicate with your supporter and family members.
- Where possible arrange a 'light' Sunday the weekend after the residential.

2. DOING WORK DURING THE RESIDENTIAL

Resist the temptation to use the residential to catch up or plan ahead with work-related tasks. Use this opportunity as a training ground to disconnect from work, which many leaders find challenging.

While there may be rare instances when work is unavoidable, try to keep this to a minimum. Consider asking yourself, "Why am I needing to work during this residential?"

Summary:

- Focus on the programme and resist planning on doing work related tasks during the residentials.
- If you do have to do some work, keep this to a minimum.

3. SOCIAL MEDIA

Social media platforms serve as excellent tools for staying connected with others and sharing updates about our lives. Additionally, some individuals use them for self-reflection.

They can distract us from being fully present in our immediate community due to our online connections. For example, people may use phones at conferences or meetings instead of engaging with those around them, which is why we encourage using phones only in our private rooms during residentials.

If you actively use social media please be thoughtful about others, as we try to create a safe community on Arrow:

- **Confidentiality** What is said on Arrow stays on Arrow. Arrow discussions remain confidential. It's inappropriate to share others' words on social media. Be considerate before posting photos of participants online, respecting their privacy.
- **Timeliness** Avoid posting while in public spaces to stay focused on the present activities in the room.

Summary:

- Keep phone in your private room.
- Engage with social media wisely



A Way Forward

Action:

- Create a personal covenant on these matters.
- Have it ready and bring it with you to the first residential.

Use the guiding questions and the question boxes below to help you. Share it with your peer group for accountability. Revise it as needed. We'll remind you to review and adjust it at the start of each residential. As a programme team, we'll also participate in this practice to maintain our presence and commitment.

Questions for Reflection

- What does being fully present at this residential mean for you? What might distract you from what God has in store?
- What might prevent you from being fully engaged with other participants?
- What is your agreement with your work context about connecting with work while on residential? Is it clear and helpful?
- On an average day how many times do you engage with connectivity and what might be appropriate engagement during residential:
 - Social media platforms.
 - Online messages such as texts, WhatsApp.
 - Emails.

Getting started

RELATING TO WORK: How will I minimise my engagement with work tasks?

- I will not do work tasks during the residential.
- I will only do one essential piece of work.

How will I limit my work engagement while I'm away?

EMAILS: How will I manage emails?

- I will put my out-of-office auto reply on and not engage with emails.
- I will only check emails once a day.

How will I manage my need to check emails? What means of contact do I need to put into place for real emergencies?

SOCIAL MEDIA: How will I engage with social media during the residential?

- I will have a 'fast' from social media while on the residential.
- I will engage appropriately with social media.

How will you manage your social media engagement in light of confidentiality?

COMMUNICATION: How will I communicate during the week others outside of the residential?

- With your supporter
- Your intercessor
- Friends and family

What healthy engagement is good for you and those who you do life with?

In the light of your reflections on the above, write a few sentences outlining your prayerful covenant before God that will help you to be:

- **Fully engaged** with what he might want to do in your life, remembering that boredom is sometimes part of that experience.
- **Fully present** to other participants, remembering that introverts and extroverts will do this in very different ways.
- **Fully committed** to positively embracing the opportunity Arrow presents, remembering that it is a gift that others have generously made possible – those who financially give and those who pray.

Action

- Bring your covenant to all the residential.

FUNDING FOR THE ARROW PROGRAMME

This section explains the cost of Arrow, payment deadlines, and sources of funding. We know the programme fee is substantial, and want to offer all the help we can. If you have any difficulties please don't hesitate to contact us.

Overview

Participants are asked to find £3960 toward the costs of participating in Arrow. The actual cost for each person is around £6000, and we are grateful to those who give generously to make it possible for us to keep the cost down to £3960.

This amount includes all the costs of the programme apart from travel and books. You may find your organisation or church offers book grants.

In our experience participants find the money from a combination of five sources. Occasionally one source will give the full amount, but more often participants will need to work on several funding sources to make up the total amount, such as:

- The diocese or sponsoring organisation.
- The local church.
- Trust funds.
- Other individuals.
- Personal funds.

After payment of the initial £200 deposit, the remaining fees are spread over the eighteen months of the programme in four instalments, due just before each residential. A fees due email for £940.00 will be sent to you approximately two weeks prior to each residential. We'd be grateful if you could pay immediately upon receiving the email, or let us know if there are any problems.

Trust Funds

We've identified a few trust funds (details pages 16-19) who give grants to individuals. Inevitably applications depend on availability of funds, and this fluctuates according to a variety of circumstances.

When approaching the trusts we'd be grateful if you could follow our guidelines, as they will help both your application and our longer term relationship with the trust.

- Please check the particular comments against each trust.
- Check to see if the trust/organisation needs one of their own application forms completed.
- Consider giving them a call to see when is the best time to apply and whether they have any funds available. A personal call first sometimes helps to progress the

application through to the next stage. At worst they will indicate clearly at this stage if it is not worth pursuing further.

- Keep the application short. Be clear and concise – two sides of A4 at most. Keep the language simple; the more difficult it is to read the less chance they will bother. Include: an introduction explaining who you are and what you do; a summary of why you need a grant; what Arrow offers that is of value; your objective, explaining what you intend to do and the outcome you expect. Clearly state the amount being asked for. Sign off mentioning the information you are attaching. Please don't rush this process. Applications are sometimes declined purely on the basis of untidy paperwork and insufficient detail.
- Provide information to support your application (i.e. Arrow overview).
- SAE for reply (if relevant).

It is very important to present your application professionally. Simple things make a difference. Type it wherever possible (don't use capitals), print it on good quality paper and post it in a hard backed envelope so it doesn't get crumpled on the way. These things make a difference, not only for your application but also for those who may apply after you.

Approaching your Church/Organisation/Diocese

On the Arrow 18 pages of the CPAS website (www.cpas.org.uk/alp18) there are a variety of materials you can use to inform people about your involvement with Arrow. Please make use of these when asking for them to contribute to your programme fee. You will receive an email with a link to the Arrow 18 pages and the log in details you need to access them.

Approaching Individuals

You may like to use the materials on the Arrow 18 pages of the website (www.cpas.org.uk/alp18) for approaching individuals. We've also included an example letter on page 33 of this booklet that could be used for writing to an individual who might be interested in contributing to your programme fee.

Action

If you require an Arrow bursary please submit your application by end of **December 2024** using the Bursary Application Form.

Bursary Fund

Arrow has a limited bursary fund for those who are unable to find the full fee amount. Bursaries are awarded entirely at the discretion of Arrow, and the maximum likely amount is £500. However, under exceptional circumstances this maximum can be waived. We will need evidence that you have tried other avenues of funding before offering a bursary. This is further explained on the bursary application form.

If you would like to apply for a bursary please complete the Bursary Application Form and post it to Matt by end of **December 2024**.

CPAS Subsidy

CPAS subsidise the place each Arrow participant by approximately £2000. In order for us to continue running Arrow in the future we are dependent on individuals and churches giving to our work. We'd be really grateful if you would consider encouraging your church to give regularly to CPAS. For further details, please go to www.cpas.org.uk/support.

TRUSTS AND CHARITIES TO APPROACH

Finance and Funding

THE NC BELLEFONTAINE CHARITABLE TRUST

Mr Richard Fowler
Trust Administrator
White House Court
25C North Street
Bishop's Stortford
CM23 2LD
Tel: 020 8883 1346
Email: ricardauceps@yahoo.co.uk

Write making an application stating clearly that you are applying for Arrow and that you know the Trust has given grants to CPAS on behalf of other Arrow participants.

THE WOMEN'S CONTINUING MINISTERIAL EDUCATION TRUST

WCMET
Ministry Division
Church House
Great Smith Street
London
SW1P 3AZ
Tel: 020 7898 1000

An online application form can be found at:
www.churchofengland.org/more/diocesan-resources/ministry/wcmet

WCMET exists to support the ministerial development of women in the Church of England and the Scottish Episcopal Church by providing grants to female clergy, female accredited lay workers, and religious sisters in England and Scotland in need of financial support for their continuing training.

During your 18 months on the Arrow programme, you can apply twice – once in 2024, and once in 2025.

JOHN JAMES CHARITABLE TRUST

Send an application email to Matt Hustwayte at CPAS (arrow@cpas.org.uk).

The trust has previously made a donation to Arrow for us to award to those in most need.

BAYNE BENEFACTION

Claire Barratt (Secretary)
Church House Oxford
Langford Locks
Kidlington
Oxford
OX5 1GF
Email: claire.barratt@oxford.anglican.org.uk

The Bayne Benefaction exists to help clergy in the Diocese of Oxford with grants of up to 50% of the costs of study and some training. Download an application form and guidance notes from:

www.oxford.anglican.org/mission-ministry/training-for-ministry/cmd/cmd-grants/grant-making-trusts/

They like things to sound as academic as possible.

ST BONIFACE TRUST

David Prior (Secretary)
4 Cley View
Warminster
Wiltshire
BA12 8NS
Tel: 01985 216904 (evenings and weekends)
Email: secretary@stbonifacetrust.org.uk
Web: www.stbonifacetrust.org.uk/grants.html

Makes grants to Anglican clergy and ordinands for books, **courses**, study, training etc. Have responded positively to recent requests from Arrow participants.

THE BALNEY CHARITABLE TRUST

Hill Farm
North Crawley Road
Newport Pagnell
Bucks
MK16 9HQ
Tel: 07790 000217
Email: balney.trust@outlook.com

Written applications only. Makes grants to individuals and organisations throughout England and Wales for a wide range of charitable purposes.

TRUSTS AND CHARITIES TO APPROACH

Finance and Funding

FOUNDATION OF ST MATTHIAS

The Clerk to the Trustees
The Foundation of St Matthias
Hillside House First Floor
1500 Parkway North
Newbrick Road
Stoke Gifford
Bristol
BS34 8YU
Tel: 0117 906 0100
Email: stmatthiastrust@bristoldiocese.org
Web: www.stmatthiastrust.org.uk

The Foundation's primary objective is the advancement of education in accordance with the principles and practice of the Church of England, or of a church in communion with it. Preference is given to applicants from the Dioceses of Bath and Wells, Bristol and Gloucester although this does not preclude applicants from elsewhere.

Application form and guidance notes are available via the website.

Applications should reach the Foundation of St Matthias by 31 May (for consideration in July) or 30 September (for consideration in November).

ST AIDAN'S COLLEGE CHARITY

c/o Chester Diocesan Board of Finance
Church House
5500 Daresbury Park
Daresbury
Warrington
WA4 4GE
Tel: 01928 718834
Email: churchhouse@chester.anglican.org

To assist ordinands with the cost of their theological training. **Limited grants for in-service training of clergy.**

Send an initial letter, which can be brief, to the above address and an application form will be forwarded to you.

ST CHRISTOPHER'S COLLEGE EDUCATIONAL TRUST

Web: www.churchofengland.org/more/education-and-schools/st-christophers-educational-trust

Individuals may apply for grants to support academic and/or practical studies leading to better practice in Christian education and formation among young people.

The Trustees meet in May and November. Applications to be received by 1 April and 1 October respectively. Guidance notes and application form available via the website.

Have responded positively to recent requests from Arrow participants.

TORCHBEARER TRUST

Phil Burt
Capernwray Hall
Carnforth
Lancashire
LA6 1AG
Tel: 01524 733908
Email: info@capernwray.org

The fund exists to support Christians, especially those from more disadvantaged backgrounds, by providing sponsorship to enable them to obtain teaching, principally at Capernwray Bible School. Apply in writing, no form required. Evangelical. Has previously issued grants of up to £200.

BRISTOL CLERICAL EDUCATION SOCIETY

Mrs Susan Clover, Honorary Secretary
33 Fallow Field Close
Chippenham
Wiltshire
SN14 6YA
Tel: 01793 875373
Email: sueclover.clover@gmail.com

Helps with the education of persons in financial need for the ministry of the Church of England and the maintenance of such persons and their dependents.

TRUSTS AND CHARITIES TO APPROACH

Finance and Funding

BRISTOL CLERICAL EDUCATION SOCIETY (CONTINUED)

Priority to ordinands and their families. On occasion do give assistance to those in ministry undertaking further academic qualifications. Grants given up to £250.

CULHAM ST GABRIEL'S

60-62 Banbury Road
Oxford
OX2 6PN
Tel: 01865 612035
Email: enquiries@cstg.org.uk
Web: www.cstg.org.uk/grants/

The Trust gives mainly personal grants not exceeding £1,500 to practising Anglicans who are pursuing personal study, or undertaking projects or research primarily relating to RE in schools. Guidance notes are available on their website and applications for grants can be made online.

ECCLESIASTICAL INSURANCE GROUP

Apply online
Tel: 0345 777 3322
Web: www.ecclesiastical.com/latest-news/ministry-bursary-awards/

Ministry Bursary Awards are provided for sabbaticals only (although fees for a course during a sabbatical will be considered). Refer to the website for full criteria. Applicants would need to demonstrate a clear purpose of the sabbatical to improve overall ministry in the diocese.

Awards are open to clergy (only clerical) in Anglican Christian faiths. All clergy applying for the awards must be in full-time stipendiary ministry of an Anglican Christian Church and must have been ordained for at least 10 years.

THE SARUM ST MICHAEL EDUCATIONAL CHARITY

Clerk of Governors
Sarum St Michael Educational Charity
1st Floor
27A Castle Street
Salisbury
SP1 1TT
Tel: 01722 422296
Email: clerk@sarumstmichael.org
Web: www.sarumstmichael.org/page11.html

Apply on forms supplied by the charity via the website. Applicants must live or study in the Diocese of Salisbury or one of its adjacent dioceses (Bath & Wells, Bristol, Exeter, Oxford and Winchester).

THE MYLNE TRUST

Clerk to the Trustees
The Mylne Trust
PO Box 530
Farnham
GU9 1BP
Email: admin@mylnetrust.org.uk
Web: www.mylnetrust.org.uk

This charity exists 'for the benefit of persons of either sex who are, or have been, engaged in evangelistic work, including retired missionaries or missionaries still engaged as such or continuing Christian workers'. Grants are awarded to individuals towards their personal living expenses in undertaking Christian outreach projects, for periods of training for Christian ministry and outreach and to retired persons whose lives have included Christian evangelistic work. The trust is only permitted to support Christian workers from Protestant denominations.

Apply on forms supplied, on request, by the Clerk to the Trustees.

SAMPLE LETTER

A Request for Support to an Individual

This text is also available as a download at www.cpas.org.uk/alp18

Dear N

I have recently been accepted onto an exciting leadership development programme run by CPAS called Arrow. The focus of the programme is on developing Christian leaders for the Church of the twenty-first century:

- Leaders dependent on the grace of God, confident about who they are in Christ, and empowered by the Holy Spirit.
- Leaders clear about their unique call and consistent in living it out.
- Leaders serving the kingdom with personal lives modelled on the servant character of Jesus.
- Leaders passionate for and committed to evangelism.
- Leaders skilled and competent to lead organisations or churches at a time of great challenge and change.

I am thrilled to be a part of it, and look forward to all God will do in and through me over the next 18 months. I've enclosed an information sheet, and if you'd like to know more please go to www.cpas.org.uk/arrow.

The programme costs approximately £6000 of which I have to find £3960. We've been encouraged to approach a variety of possible funding sources, including individuals we know who might like to support us financially through the programme.

I hope you don't mind me writing to you about this. Of course I will fully understand if you don't want to support me financially through Arrow, but if you were able to I'd be very grateful, whatever the amount.

You can give in two ways: either directly to me and I will use it as part of my payment (cheques payable to CPAS); or anonymously to CPAS, who will then inform me of the amount donated. If you wish to do the latter, please contact Matt Hustwayte, the Arrow Programme Manager, directly on arrow@cpas.org.uk or 0300 123 0780.

Thanks so much for taking the time to read this. If you'd like to know more, please do ask.

Yours

YOUR SUPPORTER

Role and Expectations

Overview

Arrow is about life change, and the process is both enjoyable and challenging. The Arrow team are committed to partnering with you through the process, but we also want to encourage each participant to identify one person who will be a support, encouragement and prayerful companion on the journey through Arrow. This section provides information about the role of your supporter and who might fulfil this role for you. If at any point you'd like to know more, or you have a concern you'd like to chat through, please get in touch.

What is the Supporters Role?

This person is there to be a companion for you through the Arrow process. They will commit themselves to:

- Praying for you.
- Supporting you through the process. This may include regular phone calls, e-mails, letters and cards as well as face to face conversations to discover how things are going, listening to joys and struggles, and helping you to face challenges.
- Finding out as much as they can about Arrow. The more they know, the more they will be able to support you. Attending the Preparation Day is a great start, but if they aren't able to do that they can take a look at the website (www.cpas.org.uk/arrow) and read the book 'Growing Leaders' (CPAS/BRF), which gives some insights into the Arrow approach.
- Attending the Take Two day and the Moving On day with you.

What can this Person Expect from Us?

We will do all we can to keep them informed as to what is going on throughout the programme. In practise this will mean:

- We are committed to praying for them throughout Arrow, for their own encouragement and growth.
- We are committed to developing them in their gifts and ministry, wherever that may be, in any way we can through the programme.
- We will invite them to the preparation day so that they can meet us, the other participants and their supporters. On that day we will provide them with an opportunity to talk about any issues they'd like to address about Arrow. Previous participants' supporters have found this really helpful.
- Before each residential we will write with ideas for prayer and the timetable for the residential.
- During each residential we'll have a telephone number available for them, so if there are particular things they'd like us to pray for they can let us know.
- We will invite them to Take Two and Moving On, opportunities to review and reflect with you on how Arrow has impacted your life.

We are always open to suggestions of other things we could do to help a participant's supporter fulfil this important role.

Action

Put the Take Two day **11 January 2025** and the Moving On day **11 October 2025** into your diary and ask your supporter to do the same.

ENCOURAGING PRAYER

Yourself, Others and an Intercessor

One of our core values is prayer: dependence on God's grace. This section makes some suggestions about how you can pray for Arrow, and tells you about the Arrow intercessor scheme.

Arrow is about life change, and we know that we don't have a prescription for such change to take place. We are entirely dependent on God and his grace. There are a number of ways we can make ourselves open to what God may want to do through the programme. Key to this is prayer. If you have any questions or suggestions about prayer please don't hesitate to contact Matt Hustwayte.

Prayer and the Participant

Please pray for:

- Yourself, ask God to help you be open to whatever he wants to do.
- The other participants, that God may work in their lives.
- Session leaders as they come to teach and train on the programme, that God would help them in their preparation and bless them through their involvement with Arrow.
- Participants' friends and family, especially during the residential when some spouses will have care of children on their own.
- The programme team, that God will help us to discern wisely how best to lead Arrow – pray too that we will be constantly open to the change he wants to bring in our lives.
- Your mentor, that s/he will be open to God's leading.
- Your intercessor as they pray for you.

Prayer and your Organisation/Church, Friends/Family

Please do invite those within your organisation/church, family and friendship group to pray for you as you go through Arrow. You may like to:

- Give them a sheet about Arrow (available for you to download from www.cpas.org.uk/alp18 once you have been sent the log in details) or invite them to look at the website (www.cpas.org.uk/arrow) for further information.
- Give them a copy of the timetable for each residential.
- Feedback to your organisation/church after each residential.
- Create an Arrow email folder and send out a monthly email updating people on what you would like prayer for.

Prayer and your Arrow Intercessor

Thank you for letting us know who your Arrow intercessor will be. This is someone who is committed to praying for you throughout the Arrow programme.

We will give your intercessor information about Arrow, and general prayer requests before and after each residential, as well as the objectives as stated on your application form. It helps hugely if you provide them with updates on what you would like prayer for. Ideally, be in touch with them once a month with an email letting them know your prayer requests.

YOUR CHURCH/ORGANISATION

The relationship between an Arrow participant and their church or organisation is crucial. This section offers some insights and ideas into how to work with your church or organisation to create realistic expectations, to communicate well what is involved, and to handle the particular stresses that your absence will engender.

Key to this is your own attitude. It isn't always easy for people to understand what Arrow is about, so be gracious in your approach. You know you're not swanning off for a break, but it might not seem like that to them. If at any point you have a concern you'd like to chat through, please get in touch.

Gaining Support

To help your involvement with Arrow go well in your church/organisation there are a range of things you can do. Please ensure you meet with other key leaders (line manager, church wardens etc.) to talk through the needs of those you lead and your needs as a leader while you're doing Arrow. Our strong advice is don't keep quiet about your involvement with Arrow and sneak off to residential or mentor meetings hoping no one will notice your absence. Here are a few ideas:

- **Meet with your line manager/leadership team** (elders, PCC, staff team, management committee) to explain what Arrow is and explore how it will work out over the coming months. There are materials available for you to download from www.cpas.org.uk/alp18. Try to talk through potential issues e.g. crisis that might arise in your absence; if you're married how your spouse/children are feeling about you being away.
- **Be sure to invite people to pray** for your involvement with Arrow. You could provide a monthly email prayer update; a sheet of things to pray for before each residential; ensure that you are prayed for publicly within the organisation/congregation before each residential.
- **Give out the Arrow briefing sheet, available from the ALP18 webpages, to as many people as possible.** Invite someone to interview you about Arrow at a team meeting or during a service. When you return from a residential let people know how it went. Thank people for allowing you to be away and talk about the difference it is making.
- **Plan to have as few responsibilities as possible** during the weekend after an Arrow residential. Inevitably a range of things will have 'built up' in your absence, but if you add to these by planning a busy schedule for your immediate return you are likely to sink! If you are someone who preaches, try to get others to preach on that Sunday. If you normally run the youth group on the Friday night, see if someone else can do it for you. Try to have some space to recover from the residential on the Saturday. You will be tired.
- **If you are married, return with a servant attitude.** Spouses (and children) will probably have had a stressful week in your absence. Plan to be around, to help out, to give of yourself.

- **If you are single**, be sure to have some time chatting with your friend who is journeying with you through Arrow. Ideally have a long phone call, or if you can, meet up with them for a coffee.
- **Ideally have a debrief with a line manager after each residential.** Arrange to meet for an hour or two to talk through what happened. If your line manager is threatened by your involvement with Arrow, be gentle! Don't go in all guns blazing. If they are unsympathetic to your attendance at Arrow, be gracious and find ways to ripple Arrow out as a blessing rather than a stick to badger them with.

Action

Work through this section of the booklet acting on the suggestions that will work best in your context.

PEER GROUPS

The Arrow peer groups are small groups, within the programme, which focus on helping you get the most out of Arrow. This section introduces the purpose, principles and practicalities of the peer groups. On the first residential we will talk further about the groups and how to make the most of them. If you have any questions about peer groups do make contact.

Purpose

In order to interact with peers who are engaged in the programme, Arrow participants meet twice between each residential in a small peer group, made up of 4-6 participants. There are three aims:

- To provide mutual support and accountability during Arrow. Participating in Arrow isn't always easy and the peer group is designed to be a place of mutual support and accountability.
- To offer a place to reflect and engage with peers on what God is doing in your lives.
- To pray for and with one another.

For each module there are suggested questions you can explore to help with your meeting. They are a guide to help you reflect on what you're learning and experiencing through Arrow. Some of you may already be in groups with other people. Please don't stop these, although you may want to meet slightly less regularly. The group is a short-term (18 month) group specifically designed to help you get the most from Arrow.

Formation

- **First meeting** You will meet over dinner as a peer group at the first residential.
- **Meetings** Meet twice between residentials for one to two hours online, as most groups are geographically spread out.
- **Leadership** During the first residential decide on the way you want the group to be led. There is no 'right' way, but you do need to be clear about how you're doing it.
- **Programme team involvement** Generally, the programme team are not involved with a peer group, but they are happy to be part of any conversation during a residential.
- **Maintaining contact** There are a number of ways of maintaining contact between scheduled meetings. Some groups do a 10/10 each month. On the tenth of the month they spend ten minutes writing an email to the other members of the group. You can also do this via WhatsApp, Messenger, email or Zoom for example. Others have set up a Facebook (or equivalent) group.

Guiding Principles

- **Be honest** It is amazing how easy it is to hide, even within a group designed to help us talk about the real 'me'! No one will force anything out of you, so choose to be honest.
- **Be vulnerable** There is always the danger of being hurt when we are vulnerable, but the benefits can be extraordinary.
- **Be committed** Everyone in the group is likely to be a busy person, and there will always be the temptation to cry off from the meeting because of busyness. Our advice? DON'T! The group will work best when everyone is committed to attending.
- **Be prayerful** Try to pray regularly for the other members of your peer group.
- **Be aware** Most groups go through an initial period when all seems well, and then hit some difficulties. Working through these can be one of the great lessons of the group.
- **Be discreet** Decide amongst yourselves what level of confidentiality you are going to have. It is vital to be clear about this, and then stick to it.
- **Be caring** Look out for the needs of one another, practical, emotional, physical, spiritual. Be prepared to go the extra mile.

What if it Doesn't Work?

Experience within the programme shows that the key to the groups working is not chemistry but commitment. However, occasionally a group doesn't work well. If you feel this is the case with your group, please do talk with the other members about it, and/or contact Matt Hustwayte. Please don't be shy about contacting us; we'd like to know if there are difficulties. These groups are for your benefit, not to make life hard for you.



Action

Pray for your peer group! God knows who will be in your group and pray that God would give the team wisdom as they discern who to put into different groups.

AN OVERVIEW OF RESIDENTIAL 1

THE RESIDENTIALS

Each residential has several modules. These will be led by a variety of session leaders from around the country, who will provide a range of tasks to help with preparation for and integration of their material. Just in case you're thinking it's all work, we are aiming to have a balance of input, group time, space and fun!

RESIDENTIAL 1

There are four modules as part of this residential:

- Discerning personal vision (continues on residentials 2-4 and PVS webinars).
- Leadership matters.
- Evangelism for today.
- Leading well with others.

We will also be studying the Bible at the start of each day, and have planned an activity day on the Monday. More about this nearer the time.

THE FOCUS

We want to provide space to take an honest look at ourselves and our ministry in the light of:

- The Bible.
- Jesus' leadership and evangelism.
- Personal assessment tools.
- Our personal vocation.

This is to help us identify a personal development plan for the rest of the programme.

MENTORS

Over the coming months we will seek to establish an Arrow mentor for you. We aim to have most of these in place by the first residential. Once we've sent you details of your mentor, please contact them immediately and arrange an exploratory meeting to see if you both think it will work. If you both give it the go-ahead, please agree a date to meet after the first residential (no later than one month beyond its end date, and ideally within two weeks).

PEER GROUPS

Peer groups are groups of four participants who are on the programme together and meet online twice between each residential as well as during the residentials.

PREPARATION FOR RESIDENTIAL 1



ARROW 360 REVIEW

Please identify, ask permission, and send in your reviewers' names and email addresses to us (kmacdonald@cpas.org.uk) by 18 March.

Complete the review for yourself by 8 April.

16PF5

- Complete 16PF5 online by 2 April.

LEADERSHIP MATTERS

Read In the Name of Jesus, Henri Nouwen (DLT), and write a prayer that results from your musings on it. Bring it to the residential.

EVANGELISM FOR TODAY

Prayerfully choose two people who aren't yet Christians with whom you are in regular face-to-face contact. Pray for them regularly, and ask; what would help me most to share the gospel with them? Please draw a sketch picture of each of them on an A4 piece of paper (no merit given for artistic ability) and bring it along to the residential.

LEADING WELL WITH OTHERS

- Read or listen to The Ideal Team Player, Patrick Lencioni (Wiley).
- Capture your key thoughts and reflections on the book on a sheet of A4 either as bullet points, a mind map, or a couple of paragraphs.

MEETING YOUR MENTOR

Arrange an exploratory meeting with your mentor as soon as you know who they are.

BEING PRESENT

Read through the 'Being Present' on page 27 and bring with you your 'covenant' to share with your peer group on residential 1.

PRAYER

Please continue to pray for all who are involved in the residential, especially for the team as they finalise the details, and the module leaders in their preparation.

ANY QUESTIONS?

If you have any queries please contact Matt Hustwayte on 0300 123 0780 or arrow@cpas.org.uk.



Making Mission Possible

CPAS enables churches to help every person hear and discover the good news of Jesus

CPAS is a registered charity working with individuals, churches and dioceses to resource local churches for mission in the UK and Republic of Ireland. To support our work or find out more, please visit www.cpas.org.uk or contact 0300 123 0780.



Lead On

A free monthly email with articles, resource recommendations, reviews for all interested in improving their leadership. Sign up at www.cpas.org.uk/leadon.



Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership. www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant. www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 90 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.