

The logo for CPAS, featuring the letters 'c', 'p', 'a', and 's' in a stylized, lowercase font. The 'c' and 'p' are connected, and the 'a' and 's' are also connected. The logo is white and set against a dark blue circular background.

**cpas**

Making Mission Possible

The text 'ARROW LEADERSHIP PROGRAMME' is written in a bold, white, uppercase sans-serif font. It is centered within a dark blue circular graphic that overlaps the background pattern.

**ARROW  
LEADERSHIP  
PROGRAMME**

The text 'PREPARATION DAY' is written in a bold, white, uppercase sans-serif font. It is centered within a dark blue circular graphic located in the bottom right corner of the page.

**PREPARATION  
DAY**

# WELCOME TO ARROW LEADERSHIP PROGRAMME 16

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 Sally Taylor in the first instance.



## Forms to be Completed by You

Any ivory coloured piece of paper requires action on your part. Please send the following to Sally Taylor by the completion date (electronic versions of the forms, which can be emailed to us, will be available on the Arrow 16 webpage).

COMPLETION DATE	FORM
Today, 7 March 2020	You, Arrow and your Church/Organisation
18 March 2020	Arrow 360 Reviewer details (form to be emailed to you shortly)
Today, or by 6 April 2020	Permission Form: Assessments and Images
14 April 2020	Intercessor Form
By end of December 2020	Bursary Application Form



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## Contact

Sally Taylor  
CPAS  
Sovereign Court One (Unit 3),  
Sir William Lyons Road, COVENTRY  
CV4 7EZ  
T 0300 123 0780  
E [staylor@cpas.org.uk](mailto:staylor@cpas.org.uk)

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# THE MOST EXCELLENT WAY

## 1 Corinthians 13

# THE MOST EXCELLENT WAY

## 1 Corinthians 13

# THE MOST EXCELLENT WAY

## 1 Corinthians 13

# 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...

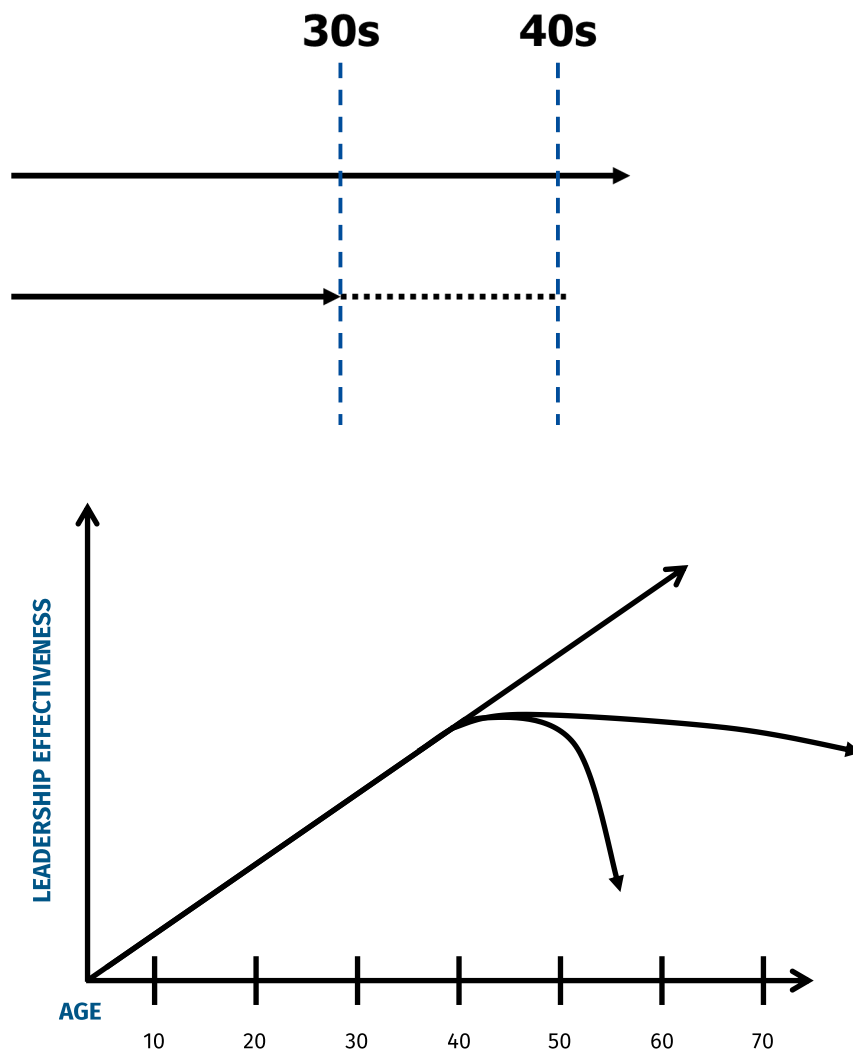
Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will.

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

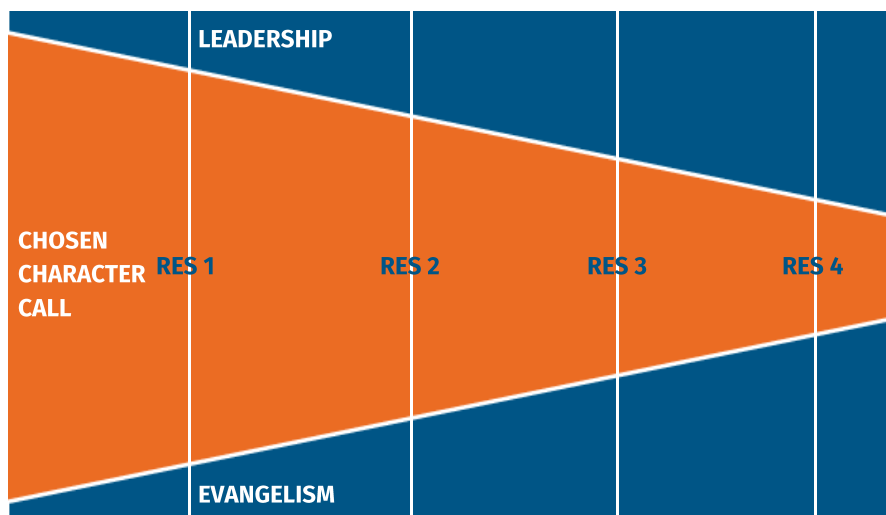
### THREE FUNDAMENTAL QUESTIONS FOR THE CHURCH OF OUR DAY

- 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

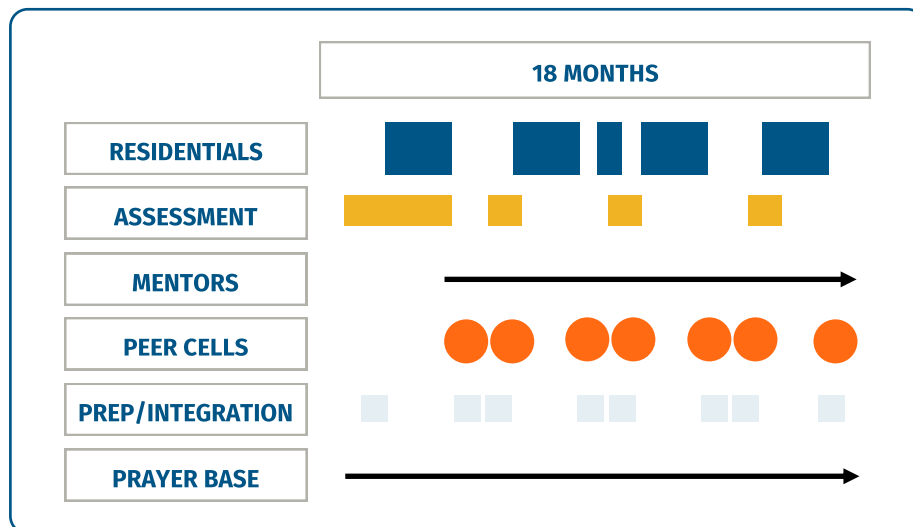
- Because theologically it is the nature of God and the Church.
- Because pastorally many are isolated.
- Because pragmatically it is the best way to learn.

‘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



“  
**He made me  
into a polished  
Arrow.**  
Isaiah 49:2  
”

**PREPARATION DAY**

7 March 2020

**RESIDENTIAL 1**

10-15 May 2020

**RESIDENTIAL 2**

11-16 Oct 2020

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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.

**BIBLE TEACHING: OT LEADER**

Studies in character, call and competence.

**ASSESSMENT AND REVIEW**

Developing self-awareness through assessments (16PF5, Arrow 360 review, learning styles inventory), time with a psychologist and a 'leadership partner', and an activity day. As a result each participant identifies a personal development plan.

**BIBLE TEACHING: 'DEALING WITH BARRIERS TO GODLY LEADERSHIP'**

Exploration of issues that scupper us in life and leadership e.g. ambition, anger, lust, discouragement.

**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.

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**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.

**DISCERNING PERSONAL VISION (2)**

Jesus and his call. Implementing God's call in our own lives.

**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.

**QUIET DAY**

Time with God.

Preparation for Residential 1.

Monthly meeting with mentor. Two meetings with peer cell. Integration.

Monthly meeting with mentor. One meeting with peer cell. Integration.

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**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.

**LEADING WELL WITH OTHERS**

Focused on developing others as leaders and building teams.

**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.

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**EVANGELISM IN A POST-TRUTH WORLD**

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.

**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.

**INVENTORIES**

16PF5. Arrow 360

Dark side of leadership. Drivers.

## TAKE TWO

16 Jan 2021

## RESIDENTIAL 3

7-12 Mar 2021

## RESIDENTIAL 4

20-25 June 2021

## MOVING ON DAY

6 Nov 2021

Take Two is an opportunity for the participants and their spouse/friend to gather for a day to explore the impact of Arrow on their lives.

### BIBLE TEACHING: 'A COMPELLING VISION'

Insights from the book of Revelation shaping our vision of Jesus and his Church.

### 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.

### DISCERNING PERSONAL VISION (3)

Living the called life – personal orderliness.

### HANDLING CHANGE

Going somewhere involves change. What is good change, what is bad change? How do we handle change?

### 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.

### 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.

Interpersonal style.  
Spiritual disciplines.

### 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.'

### 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.

### HANDLING CONFLICT

Change inevitably leads to conflict; conflict is a part of leadership. We identify our conflict style, and explore principles for handling conflict.

### LEADERSHIP – ESSENTIALS SKILLS

We explore two core skills for leaders.

### ORDERING A COMMUNITY AROUND EVANGELISM (2)

Building on the previous residential with a particular focus on the frontlines of home and work.

Conflict style. Well-being.

This day marks the end of the programme when we gather participants and their spouse/friend to celebrate all that has happened and look to the future.

Monthly meeting with mentor. One meeting with peer cell. Integration.

Monthly meeting with mentor. Two meetings with peer cell. Integration.

Monthly meeting with mentor. One meeting with peer cell. Integration.

# 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. We also hope you'll be willing to sign the enclosed **Permission Form** so that you can benefit from working through some of the issues raised with your Leadership Partner. If you have any questions about this procedure please get in touch.

## How to Complete the Assessments

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.

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.

- **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 **18 March**.
- Complete the online 16PF5 by **2 April**.
- Complete and return the Permission Form by **6 April**.
- Complete and return your Arrow 360 survey by **8 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, 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 **18 March**, complete and return the survey on yourself by **8 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 Sally Taylor 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 **2 April**.



# 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 £3780 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 £3780.

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 invoice for £895.00 will be sent to you approximately two weeks prior to each residential. We'd be grateful if you could pay immediately upon receiving the letter, 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 16 pages of the CPAS website ([www.cpas.org.uk/alp16](http://www.cpas.org.uk/alp16)) 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 16 pages and the log in details you need to access them.

## Action

If you require an Arrow bursary please submit your application by end of **December 2020** using the Bursary Application Form.

# FUNDING FOR THE ARROW PROGRAMME

## Approaching Individuals

You may like to use the materials on the Arrow 16 pages of the website ([www.cpas.org.uk/alp16](http://www.cpas.org.uk/alp16)) for approaching individuals. We've also included an example letter on page 22 of this booklet that could be used for writing to an individual who might be interested in contributing to your programme fee.

## 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 Sally by end of **December 2020**.

## CPAS Subsidy

CPAS subsidise the place each Arrow participant by approximately £2800. 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](http://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](mailto: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](http://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.

### JOHN JAMES CHARITABLE TRUST

Send an application email to Sally Taylor at CPAS ([staylor@cpas.org.uk](mailto:staylor@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](mailto: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/](http://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](mailto:secretary@stbonifacetrust.org.uk)  
Web: [www.stbonifacetrust.org.uk/grants.html](http://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](mailto: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](mailto:stmatthiastrust@bristoldiocese.org)  
Web: [www.stmatthiastrust.org.uk](http://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](mailto: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](http://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](mailto: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](mailto: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](mailto:enquiries@cstg.org.uk)  
Web: [www.cstg.org.uk/grants/](http://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/](http://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](mailto:clerk@sarumstmichael.org)  
Web: [www.sarumstmichael.org/page11.html](http://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](mailto:admin@mylnetrust.org.uk)  
Web: [www.mylnetrust.org.uk](http://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/alp16](http://www.cpas.org.uk/alp16)

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](http://www.cpas.org.uk/arrow).

The programme costs approximately £6000 of which I have to find £3780. 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 Sally Taylor, the Arrow Programme Manager, directly on [staylor@cpas.org.uk](mailto:staylor@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 SPOUSE OR FRIEND

## 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 their 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](http://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.

### 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 spouses and friends. On that day we will provide them with an opportunity to talk about any issues they'd like to address about Arrow. Previous participants' family and friends 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 spouse or friend fulfil this important role.

### Action

Put the Take Two day **16 January 2021** and the Moving On day **6 November 2021** into your diary and ask your spouse or friend to do the same.

# ENCOURAGING PRAYER

## Yourself, Others and an Intercessor

### 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 residentials 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/alp16](http://www.cpas.org.uk/alp16) once you have been sent the log in details) or invite them to look at the website ([www.cpas.org.uk/arrow](http://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

Each Arrow participant is invited to identify an Arrow intercessor: someone who is committed to praying for you through Arrow. This is ideally someone outside your immediate family and friends, but who would like to support you in prayer as you embark on Arrow and continue through the programme. The main criterion is someone who is prayerful, who is serious about

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 Sally Taylor.

intercessory prayer, and is prepared to invest in you in this way. It could be someone like a former fellow-student, colleague or friend, someone you can be in touch with by phone and email.

As you think about who to choose, please pray (obvious but vital), draw up in your mind a picture of what you'd like in a prayer supporter, and think who you could ask to do this. When you've asked someone, and they have agreed, please complete the Intercessor Form and return it to Sally Taylor by 14 April. We hope that you can find someone suitable, but if you are really stuck, we know a few people who have expressed a willingness to support Arrow in this way and we will put you in touch with someone.

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.

### Action

Send Sally your intercessor details by **14 April**.

# YOUR CHURCH/ ORGANISATION

## 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/alp16](http://www.cpas.org.uk/alp16). 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 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.

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.

- **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.

## Communication from Us

We would like to write directly to those who are in authority over you and/or are most likely to be affected by your absence. Please complete the form 'You, Arrow and your Church/Organisation' and hand in today.

## Action

Complete the enclosed form 'You, Arrow and your Church/Organisation' today and hand in.

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

# PEER CELLS

## Purpose

In order to interact with peers who are engaged in the programme, Arrow participants meet twice between each residential in a small peer cell. There are three aims:

- To provide mutual support and accountability during Arrow. Participating in Arrow isn't always easy and the peer cell is designed to be a place of support. It is also a place where you can help one another to do what you want to do (one definition of accountability).
- To offer a place to reflect and engage with peers on what God is doing in your lives. Peer cells are a place to engage in conversations about Arrow type matters with others who are on the journey with you.
- 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 cells with other people. Please don't stop these, although you may want to meet slightly less regularly. The cell is a short-term (18 month) group specifically designed to help you get the most from Arrow.

## Formation

- **First meeting** You will meet over lunch as a peer cell on the preparation day. This provides an opportunity for spouses and friends to meet everyone in the cell as well. Your first formal meeting will be on residential 1. We will provide an outline of what we'd like you to cover.
- **Meetings** We'd like you to meet twice between residentials for two to three hours. You'll need to decide together when and where you meet. Some cells have travelled to different members' homes, others have found a mutually beneficial meeting place. Be sensitive to travel requirements. Like anything else, the more time you put into each other's lives the more everyone will get from the time. Early on you may decide to have a cell social that involves friend/spouse and children. This can be a great way for those close to you to get to know some of the others involved in the programme in greater depth and helps them to feel more a part of what you are involved in.

The Arrow peer cells 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 cells. On the first residential we will talk further about the cells and how to make the most of them. If you have any questions about peer cells do make contact.

- **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** After the group has determined its basic meeting pattern we are available to address any issues you would like help with. Most of the groups are self-directed but feel free to make use of the programme team in this way. We will ask you to review the cell group at the end of the programme.
- **Maintaining contact** There are a number of ways of maintaining contact between scheduled meetings. Some cells 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 cell. You can also do this via letters or skype. Others have set up a Facebook (or equivalent) group.

## Action

Pray for your peer cell between now and residential 1.

# PEER CELLS

## 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 cell 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 cell will work best when everyone is committed to attending.
- **Be prayerful** Try to pray regularly for the other members of your peer cell.
- **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 cell.
- **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.

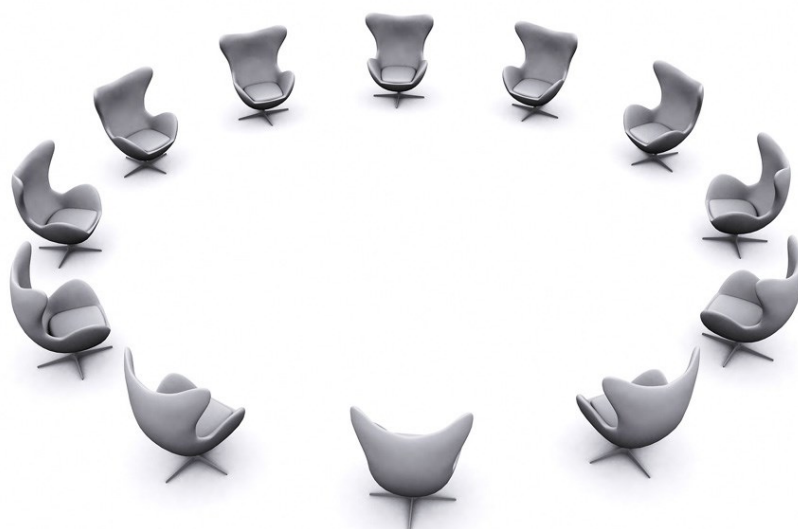
## How do we Put the Cells Together?

Peer cells are put together on a geographical basis, although the geography doesn't always work! We sometimes have to be 'creative' about cell composition and cells will need to look carefully to see where is the best place to meet. We aim to have at least four people in each cell, and no more than six.

It is not unusual for participants to feel uncertain about whether they are with the 'right people'. We endeavour to mix the cells to try and ensure there is diversity within the cell. Experience shows that when we meet with people who aren't exactly the same as us there is the greatest potential for new insights and personal development. So please don't dismiss others within your cell because they are not the same age/gender as you, don't have your 'experience', are in a different area of leadership and so on.

## What if it Doesn't Work?

Experience within the programme shows that the key to the cells working is not chemistry but commitment. However, occasionally a cell 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 Sally Taylor. 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.





# CELL GROUPINGS

## Peer Cell 1

Jenny Buckler  
Ed Carthy  
Chris Jones  
Jared Littlewood

## Peer Cell 4

Ed Down  
Ade Evans  
Gary Kennaugh  
Chris Tufnell

## Peer Cell 2

Tom Collins  
Jenny Ingram  
Alex Oehring  
Zoe Phillips

## Peer Cell 5

Josh Carlson  
Dan Leathers  
Hannah Smith  
Alistair Stevenson

## Peer Cell 3

Luke Briggs  
Ben Clayton  
Jonathan Iddon  
David Owens

## Peer Cell 6

David Biggs  
Sarah Evans  
Robin Ham  
Eve Ridgeway



# PARTICIPANTS' CONTACT LIST

## Arrow Programme 16

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<p><b>THE REV LUKE BRIGGS</b> 290 Victoria Park Road LEICESTER LE2 1XE <b>M</b> 07967 604526 <b>E</b> lb433@le.ac.uk</p>	<p><b>THE REV BEN CLAYTON</b> St Saviours Vicarage 31 Richmond Road RETFORD Nottinghamshire DN22 6SJ <b>W</b> 01777 704211 <b>E</b> btclayton@live.co.uk</p>	<p><b>MRS SARAH EVANS</b> 2 Kingsdale Road LANCASTER Lancashire LA1 5NE <b>W</b> 01524 590410 <b>H</b> 01524 382242 <b>M</b> 07594 230331 <b>E</b> sarah@st.tees.org.uk</p>
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<p><b>THE REV JOSH CARLSON</b> 5 St Peters Close Heswall WIRRAL CH60 0DU <b>W</b> 0151 342 3471 <b>H</b> 0151 342 5233 <b>M</b> 07736 370806 <b>E</b> josh@heswallparish.co.uk</p>	<p><b>THE REV ED DOWN</b> 18 Lady Chapel Close LIVERPOOL Merseyside L1 7BZ <b>W</b> 0151 936 7237 <b>M</b> 07507 485400 <b>E</b> rev.ed.down@gmail.com</p>	<p><b>THE REV JONATHAN IDDON</b> 35 Moat Drive Drayton Bassett TAMWORTH Staffordshire B78 3UG <b>W</b> 01827 289414 <b>H</b> 01827 820332 <b>M</b> 07756 752412 <b>E</b> jonathan.iddon@icloud.com</p>

# PARTICIPANTS' CONTACT LIST

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<p><b>THE REV CHRIS JONES</b> 270 Kentwood hill READING RG31 6DR <b>M</b> 07796 674435 <b>E</b> cjones@stlreading.org</p>	<p><b>THE REV ALEX OEHRING</b> 1 Egmont Road WALTON-ON-THAMES Surrey KT12 2NW <b>M</b> 07920 098867 <b>E</b> alex@waltonparish.org.uk</p>	<p><b>THE REV HANNAH SMITH</b> St. Wilfrids Vicarage Selby Road LEEDS LS15 7NP <b>H</b> 0113 2609154 <b>M</b> 07766 997287 <b>E</b> hannahjoysmith@gmail.com</p>
<p><b>THE REV GARY KENNAUGH</b> 277 Mottram Road STALYBRIDGE Cheshire SK15 2RT <b>W</b> 0161 304 9308 <b>H</b> 0161 304 9024 <b>M</b> 07584 176632 <b>E</b> garykennaugh@gmail.com</p>	<p><b>THE REV DR DAVID OWENS</b> 15 Old Pheasant Court CHESTERFIELD Derbyshire S40 3GY <b>W</b> 01246 558461 <b>M</b> 07795 246131 <b>E</b> davidmatthewowens@gmail.com</p>	<p><b>THE REV ALISTAIR STEVENSON</b> 1 Cliffe Farm Drive SHEFFIELD South Yorkshire S11 7JW <b>M</b> 07769 21 3581 <b>E</b> alistair@acstevenson.net</p>
<p><b>THE REV DAN LEATHERS</b> 2 Stanley Bank Road HAYDOCK Merseyside WA11 0UW <b>M</b> 07526 660791 <b>E</b> dan.leathers@stmarkshaydock.org</p>	<p><b>MRS ZOE PHILLIPS</b> 11a Alder Road Mortlake LONDON SW14 8ER <b>M</b> 07981 248465 <b>E</b> zoe.phillips@christchurchw4.com</p>	<p><b>THE REV CHRIS TUFNELL</b> 23 Hallamshire Close SHEFFIELD S10 4FJ <b>W</b> 0114 230 1911 <b>M</b> 07814 798811 <b>E</b> Chris.tufnell@me.com</p>



## 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](http://www.cpas.org.uk) or contact 0300 123 0780.



### Grove Leadership Series

CPAS has partnered with Grove Books to produce a series of leadership books. Each one is 10,000 words and offers thought provoking insight on a wide variety of themes, everything from how to leave well to leading with Gen Y. You can find them at the shop on the CPAS website. More information at [www.cpas.org.uk/grove](http://www.cpas.org.uk/grove).



### DiscipleKit

If you are looking for materials to help grow disciples of any age, take a look at the DiscipleKit website, where a large number of group based disciple making resources are reviewed and rated. [www.disciplekit.org](http://www.disciplekit.org)



### 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](http://www.cpas.org.uk/leadon).
- The Lead On book contains 30 reflections to refresh and re-energise your leadership. You can order it at [www.cpas.org.uk/shop](http://www.cpas.org.uk/shop).



### 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, pick up a leaflet today or visit [www.ventures.org.uk](http://www.ventures.org.uk).