

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

cpas

Making Mission Possible

The text 'ARROW LEADERSHIP PROGRAMME' is written in a 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 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 17

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



Contact

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 E arrow@cpas.org.uk

Forms to be Completed by You

Any ivory coloured piece of paper requires action on your part. Please send the following to Matt Hustwayte by the completion date (electronic versions of the forms, which can be emailed to us, will be available on the Arrow 17 webpage).

COMPLETION DATE	FORM
Today, 5 March 2022	You, Arrow and your Church/Organisation
16 March 2022	Arrow 360 Reviewer details (form to be emailed to you shortly)
Today, or by 30 March 2022	Permission Form: Assessments and Images
30 March 2022	Intercessor Form
By end of December 2022	Bursary Application Form

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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...

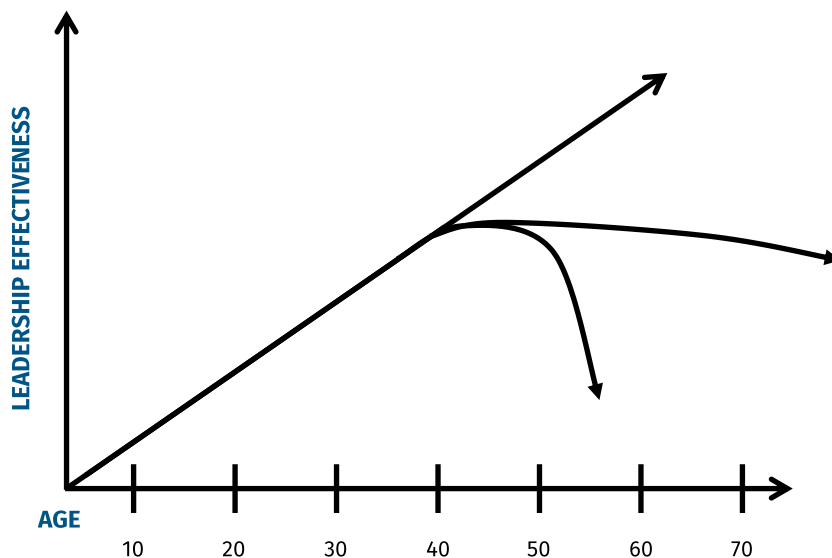
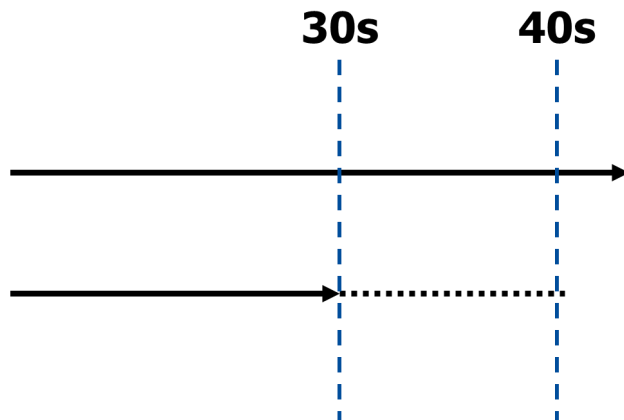
Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will.

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 to the praise of his glory and to serve God's purposes in every context of life.'

Robert Banks and R Paul Stevens

God's call to live

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

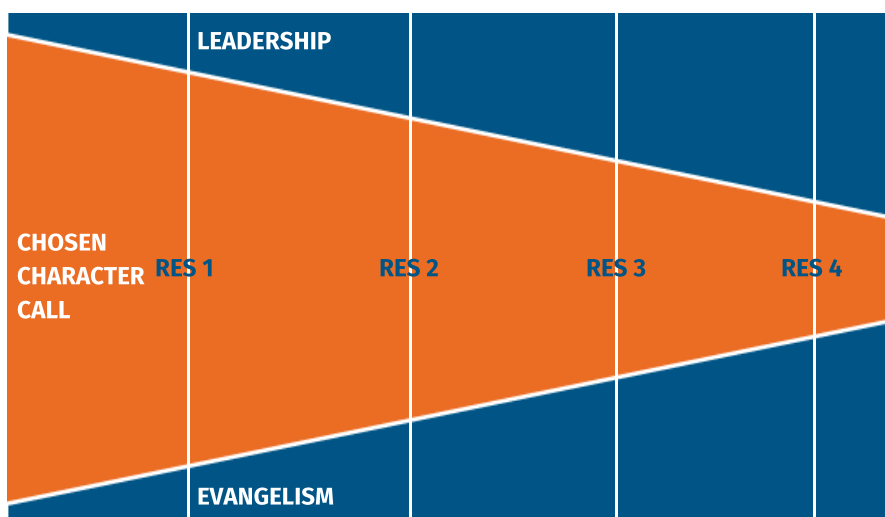
THREE FUNDAMENTAL QUESTIONS FOR THE CHURCH OF OUR DAY

- 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

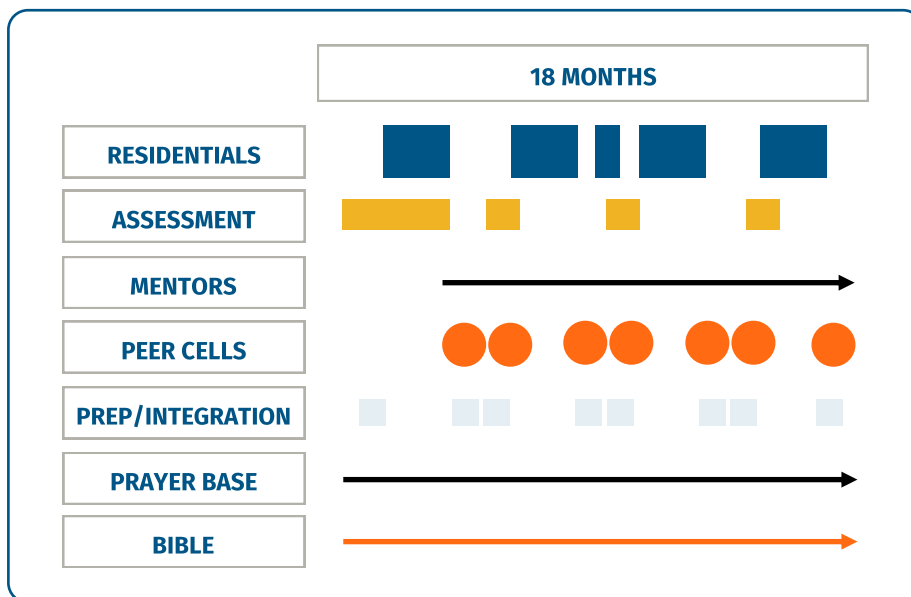
- Because theologically it is the nature of God and the Church.
- Because pastorally many isolated.
- Because pragmatically best way to learn.

'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



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

PREPARATION DAY

5 March 2022

RESIDENTIAL 1

15-20 May 2022

RESIDENTIAL 2

9-14 Oct 2022

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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

21 Jan 2023

RESIDENTIAL 3

5-10 Mar 2023

RESIDENTIAL 4

11-16 June 2023

MOVING ON DAY

18 Nov 2023

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.

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.'

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.

DISCERNING PERSONAL VISION (3)

Living the called life – personal orderliness.

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.

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

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.

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

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.

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

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.

ORDERING A COMMUNITY AROUND EVANGELISM (2)

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

Interpersonal style. Spiritual disciplines.

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 Mark Bradford.
- 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	5 March 2022
RESIDENTIAL 1	15-20 May 2022
RESIDENTIAL 2	9-14 October 2022
TAKE TWO DAY	21 January 2023
RESIDENTIAL 3	5-10 March 2023
RESIDENTIAL 4	11-16 June 2023
MOVING ON DAY	18 November 2023



PARTICIPANTS



JAMES ADDIS

Hi, I'm James Addis, I am currently a church leader for the Salvation Army in a small village called Pill where I also live. Pill is about five miles outside of Bristol and on the edge of the M5. I took on the responsibility of this church about three years ago when I left the Salvation Army training college. My role has many aspects from discipleship, pastoral care and preaching to strategy and facility management. Quite a wide range, but I enjoy the variedness of my job.

I originate from Boston in Lincolnshire where I grew up with my three brothers. Some of my family still live in the area. For ten years prior to entering ministry training, I owned and ran a property maintenance company, working both in the private sector and for social housing providers for people

living in supported living.

One of my passions is baking, I love getting in the kitchen and working out the science of baking, bringing together the right amount of ingredients which in turn result in something to share with others. During lockdown I baked one thing a week from the GBBO 2020 which was good fun, but not much fun for the waistline! To balance out my love of coffee and cake shops, I have got into cycling, often spend my days off cycling around the Somerset countryside. Summer of 2021, I cycled from London to Brighton in aid of the Salvation Army's social work, which I enjoyed the challenge of preparation and completion!



TOBY ARTIS

I'm 31 years old and since October 2021 have been the vicar of St Marys Attenborough, Nottingham. I'm married to Emma, the love of my life, who works as a GP. Up until now, I've spent time in Wales, France, West Yorkshire, and Oxfordshire for Uni, gap year, theological training, and curacy. Having grown up in Nottingham, it's great to come back to familiar but also new territory and equally, both familiar and new friends. As a new incumbent, I am excited to be in a context where there I have an opportunity to lead with the Church in a time of transformational change and growth. I have always been passionate about evangelism, connecting with people, and building relationships that enable thought-provoking and meaningful Gospel

proclamation. As vicar, I am aware that it can be easy to lose sight of that amongst the many responsibilities that come with the role but pray that this will remain central to my ministry. Whilst I identify as evangelical, I have been a part of worshipping communities of a variety of Churchmanship, and I am open to how God might use different traditions to connect with the diversity of people groups across our communities. Interweaved between ministerial duties and pastoral care I love to drum having played in a variety of musical ensembles, I love to windsurf, ski, go clubbing and, more generally, I love spending quality time with family and friends.



HANNAH BOYD

Hello, I'm Hannah, I became a Christian at the age of 14 after a very powerful encounter with Jesus and my life has never been the same since. I am a northern girl through and through, brought up in the North East and now living in the North West and have never lived further south than junction 28 of the M6! I spent eight brilliant years as a primary school teacher before being ordained. I served my curacy in Blackpool and am currently vicar of two churches southeast of Preston. This is my first incumbency and I've been here for two and a half years. I love the variety of ministry that two different churches brings. I am passionate about Jesus, seeing God at work all around me, people, discipleship, music and food amongst many other things. I love to live life to the full and also talk very quickly! I am mum to two wonderful daughters

Grace (12) and Olivia (8), who also help to keep my life full of people and fun. In my time off I love to be with my family and friends, read, go walking or on days out, I am a keen runner and love collecting running medals – of which I have many. My favourite place in the world to be is at the beach and my favourite food is chocolate!

PARTICIPANTS



TOM BROWN

Hello, I'm Tom! Since July 2021 I've been the vicar of two churches in the parishes in East Doncaster in the Diocese of Sheffield. Before that I spent six years working as a Business Development Manager while serving as part of the church family at Christ Church Endcliffe (Sheffield).

In 2015 I moved to train at Oak Hill Theological College before returning to South Yorkshire in 2018 to serve as the Curate at St Thomas' Kilnhurst (just outside Rotherham). There are 30,000 people across the mission area and both churches are broadly turnarounds – that makes it hard, but exciting, to be here!

People are the heart of why I love ordained ministry and the vocation of a pastor is central to

the role I believe I'm called to. I'm convinced that Jesus is brilliant news for everyone and that there's no greater job than telling them about Him and helping them work through the challenges of life.

I'm married to the lovely Claire, and we're joined by Alice (5) and Chloe (3). I'm passionate about living and speaking for Jesus, the world of business/leadership, and sport! I'm a big fan of Leicester Tigers in rugby, and still play whenever I can.

Outside of work I love spending time with people, trying to be a good husband/dad, reading good books and watching as much rugby and cricket as Claire will allow!



STEPHEN CARTER

I'm Stephen Carter. It's nearly 22 years since I was asked to leave Sunday School, and instead played front row rugby on a Sunday. No more boring church... until I accepted an invitation to go on a youth weekend away where my eyes were opened, my heart strangely warmed, and I surrendered my life to follow Jesus! Having failed as a medic and been a mediocre musician I became a Secondary School teacher for five years before discerning a call into church leadership.

Then eight years ago I flew out to Uganda to convince Tiffany to return to the UK, marry me and move to Bristol for my ordination training. Since then, we've moved to Canterbury where I was ordained, had three children, Daniel (5), Erin (3) and Josiah (1),

recovered from a few years chronic fatigue and am again now a hooker when I'm available at the weekends. Latterly this has meant I've rediscovered my talents with Lego, am learning the words to Frozen's 'Let it go', and exercise risk management in stopping small people bump into things too hard.

It's now two years since I was licensed as Associate Vicar at St Mary Bredin Canterbury where my current briefs include Sixth Form Chaplaincy, Student Ministry, and running the New Wine Discipleship Year training hub. I enjoy preaching and seeing people encounter the person and power of our risen Lord. I'm on Arrow because I want to grow in effectiveness in serving the church reach out to the world.



SAM CHEESMAN

I am married to Mairi and we have a daughter called Lydia. We live in the lovely Ribbles Valley in Lancashire where we love going for walks, taking the bikes out, eating out and being a taxi service to the various clubs and organisations a busy ten year-old attends. I play rugby for the local rugby team which keeps me from succumbing to the impacts of cake to the body too quickly but also gives a great opportunity to be around a lot of people who don't quite get why Jesus is good news for them; yet.

I work as the Chaplain to the Diocesan Bishop here in the Diocese of Blackburn. If you don't know what that means it is hard to explain as it can be extremely varied and my main task, as I see it, it to keep the plates spinning and the wheels turning as

much as is possible. I have done it for two and a half years and work with a great team.

We usually find ourselves worshiping in charismatic evangelical churches as a family but one of the things I very much enjoy about this job is leading and attending worship in every variation the Church of England has to offer and love meeting God in often very different ways.

As well as playing, watching and attending rugby matches, my other worldly passion is travel and enjoy nothing more than meeting new people, trying new languages and eating different food.

PARTICIPANTS



BEKAH CLARK

I've been Associate Vicar with responsibility for local mission and evangelism at St Mary of Bethany Church in Woking since March 2020.

I am passionate about seeing lives transformed by the Good News of Jesus Christ through the local church being at the heart of the local community. Current priorities include developing our outreach strategy focusing on 'being with' and 'sharing with', making connections and building relationships in the local community, integrating Alpha into the life of the church, and developing a culture of evangelism and invitation. I have a deep sense of justice and long for the church to be an intergenerational community where every person finds a place to belong.

I share life with my labradoodle Bessie, who spends

her days sleeping, sniffing, making friends with strangers and wondering if it's dinner time yet. I am blessed with amazing friends and enjoy being auntie to two nephews and two nieces, ages 19, 15, 8 and 6.

I love podcasts, fantasy fiction, TV dramas, singing, playing piano, dancing around the kitchen and spending time with friends. I read history at university, ask a lot of questions and think about everything. My time off usually involves taking life at a slow pace, being in the outdoors with the dog, tea, cake and sometimes other people! I am attempting to live more sustainably and am curious about tiny living.

I try to see ministry as a long walk in the countryside and take time to smell the flowers.



THEA EDWARDS

Hi, I'm Thea, I love playing sport, especially football, growing veg and eating cake! I'm married to Joe, a Spacecraft engineer, and our ideal day off is a long walk out in the woods and a slap-up dinner at the pub with an open fire and a few of our closest friends and family.

I'm a third-year curate at Christ Church in Woking where I lead the evening service and young adult ministry; I'm the Young Vocations Champion in Guildford Diocese and on the regional New Wine team for London and Southeast – all seeking to release our generation to see God's kingdom come in our time!

Before Ordination, I completed a degree in Sociology at Warwick University which encouraged me to make connections between life and faith, and be curious about the world around us, history, and shaping our future together. As part of this is I love travelling and exploring cultures and histories different to ours.

I'd say my biggest strength is probably the amount of chocolate I can eat in one sitting, my biggest weakness is probably the amount of chocolate I can eat... and it's also the thing I'm working on... take from that what you will.

I'm really looking forward to going deep with Arrow, developing my character and leadership and making some great friends for the journey!



JAMES ELLIN

Hi there! I'm originally from Bromsgrove in Worcestershire, but spent 12 years in the Guildford area working with youth organisations, churches and studying.

In 2018 I moved from Godalming, Surrey to Bristol with my wife Emma and dog Harris to begin ordination training for the Church of England. During our time in Bristol, we welcomed the arrival of our daughter, and after arriving back in Surrey and taking up curacy in Egham in the middle of the pandemic and lockdown, we welcomed our second child, this time a boy in January 2021.

I studied English and Drama at Royal Holloway University (2008-2011), and have enjoyed re-

connecting with the area during the first 18 months of my curacy.

In terms of leadership, apart from various church roles, Emma and I lead a Scripture Union beach mission team every summer in Perranporth, Cornwall, which can often see a team of up to 50 or so people come together to evangelise, run practical community service and holiday club style outreach to locals and holiday makers. (If you know anyone that wants to join the team, do get in touch!)

Other things that I enjoy include playing guitar, cooking and eating good food with people, watching films, exploring the countryside, and nosing a good whisky in an armchair, preferably near an open fire. A secret dream of mine is to learn to tap dance.

PARTICIPANTS



**RICHARD
HANFORD**

Hi everyone. I was born and raised in Nottingham and was baptised and confirmed as part of the church family at my home church. Key to my faith growing up were the love of family, the love of church family, singing in the choir and CPAS Ventures in the summer.

As a teenager I began to feel a call to Church of England ministry. To test the call, I studied theology at the University of St Andrews in Scotland.

I met my wife Rachel when we served together in the Lee Abbey Community in Devon. Here, we both gained our rhythm of daily prayer and ministry within community.

We moved to Bristol where I gained my passion for serving God among marginalised communities. I trained for Ordination at Trinity College, Bristol.

I was ordained in 2018 and served as Assistant Curate in Worksop before beginning as Priest-in-Charge in Ollerton in September 2021, all in Southwell and Nottingham diocese.

I enjoy hill walking, singing and following sport.

Rachel worked as Youth Worker at Lee Abbey, two Baptist churches in Bristol and St Anne's Worksop and is also a trained dance-fitness instructor.



**RACHEL
HEPBURN**

Hello! I'm Rachel, 31, a Salvation Army Officer, and I'm currently appointed to The Salvation Army's Corps (Church) in Sudbury, Suffolk, as the Corps Officer (Church Leader). In The Salvation Army, officers are (prayerfully) matched to a community by our leadership, and sent there for an (unknown) period of time, and we've been here for nearly four years. I'm married to Alex, who is a shepherd/stockman/tractor driver, and we are parents to Toby (2). My days are spent juggling/being both a Mum and in ministry. For example, on the day I'm writing this, he protested on a pastoral visit I was doing, shouting 'No Bible! No Jesus!' when I tried to share Scripture with someone! We have a bouncy and hairy dog called Brengle. I like cooking, baking,

reading, walking and talking, singing, and eating and tea. I dislike housework, admin, grey cloudy days and broken photocopiers.

Before being called to Officership, I was a primary school teacher. I love the Church, and I'm so hopeful and excited for how I'm going to be changed and challenged by God in this next 18 months with you!



CHRIS KRAWIEC

My name is Chris Krawiec, I'm 35 and I have been married to Fiona for nine years. We are blessed with two lively boys, Daniel (7) and Michael (5). I am the incumbent of Morecambe Parish Church, Lancashire, in the Diocese of Blackburn. This is the diocese I was sent from to do my training at Cranmer Hall in Durham. I was born in Birkenhead, but through fostering and then adoption I quickly moved to Shropshire and then onto Staffordshire. I have one brother and a wider extended family, some of whom are from Northern Ireland.

I am an extrovert and a people person, but I also enjoy times of quiet and reflection. I enjoy being outdoors, especially going on walks in the countryside with my family and our dog Meg, and I also like cycling. I like to make people laugh and

have a lifelong interest in comedy. I love to have a good chat over a beer and enjoy meeting new people.

Since my early years, I have always felt that I was not alone, and that someone was looking out for me. My adoptive parents helped me to give that a name, and my faith in Jesus began to grow. Since becoming an incumbent that faith has been stretched in various ways and this is part of the reason I am doing Arrow. I am looking forward to meeting everyone.

PARTICIPANTS



**CHARLIE
LAMONT**

Hi, I'm Charlie and am a minister of a church in London. My Wife and I came here three and a half years ago sent to revitalise a church. With Gods help, we are still on our way to doing this.

My Wife Hannah is a Civil Servant and in the department of International Trade. We have 2 children, Ezra (3) and Eliza (1). I have tried to have hobbies and passions, but little has stuck over the years. I enjoy beer and laughter in any context.



NICK LATTIMER

I'm married to Emily and we have three kids, Dora (5), Zebedee (3) and Jethro (1). I'm from Kent, but have been in Leeds on and off since 2004 when I came here for uni, and have mostly stuck around since! Except for three years in Bristol training to be a vicar. At the moment I'm associate vicar at St Matts Leeds. But I'm currently considering my next move...

In terms of calling, this is something I continue to discern, but it's really about leading in mission and in discipleship. I love seeing people come to faith – encountering God for the first time, or beginning to take the first steps in following Jesus, and I love seeing people grow in maturity as disciples and as

leaders (which to be fair isn't very specific is it!). I enjoy preaching and teaching and encouraging people in mission. I love doing ministry with kids and with people from different ages and backgrounds.

I'm into music, I play drums and a bit of guitar; I'm into languages- it's what I first studied at uni; I try and keep fit and love a good walk / run / mountain bike though don't mistake me for super hardcore! I do some home brewing and some bread baking (I arrived late to the lockdown sourdough party). And I enjoy reading.



JONNY LEE

I hail from Newcastle-Upon-Tyne and I am half-White and half-Chinese. I grew up in a loving non-Christian broken home. Jesus became my Lord and Saviour after I left home to study Physics at Cambridge University. Two students I lived with piqued my interest by their lives as much as their message. The Spirit opened my eyes as I read John's Gospel and Jesus walked off the pages.

I am married to Katrina and the Lord has given us Joshua (8), George (7), and Abigail (5) to love and disciple. As a family we love going on adventures in the outdoors, so long as the weather isn't too miserable. I particularly enjoy mountains and, before having a young family, was an avid rock climber, qualifying as an instructor. When indoors we love all kinds of boardgames both as a family

and on a date night.

Prior to Church of England selection I served in a regular parish church in Streatham, SW London, which had wonderful ethnic diversity and unity. I trained for ordained ministry at Oak Hill College and I am at home in the Reformed tradition.

I presently serve as Rector of All Hallows, Bispham in Blackpool, having taken up the post in June 2021. We are well settled in a new house, church and school. The role has a very steep learning curve with lots that is fantastic and some that is very difficult.

I plan on bringing a decent frisbee, Yorkshire tea, and port to the residenceals.

PARTICIPANTS



**JESSICA
MCLAREN**

My name is Jess, and together with my cockapoo Rupert, we live in Letchworth, Hertfordshire. I'm from a large family, one of seven siblings and auntie to ten nieces and nephews. I grew up in Isleworth, West London, and I regularly head back home to spend time with my family and friends.

Coming to know Jesus transformed my life in 2010 and I have been on an adventure ever since. At that time I was working in corporate HR and I was wrestling with the purpose of life. In 2011 I left my job and for two years I worked in different capacities in the Diocese of Kensington. I was ordained in the Church of England in 2017, having trained at St John's Nottingham and Cranmer Hall in Durham. I spent three years ministering in Luton and I have now been in Letchworth for 18 months.

I am passionate about community, mission and evangelism, and making the church accessible for all people and all ages. I have been involved in a lot of youth work over the years and hope to mobilise the church to engage with children and young people over the next couple of years. I love my ministry.

In my free time I love to walk, see friends, travel and spend time with family.

I'm really looking forward to this next 18 months of Arrow, I feel so blessed to have this opportunity and I look forward to meeting you all.



**TORI MERMAN-
REDDING**

My name is Tori – I'm 29 years old, living in Welwyn Garden City with my lovely South African husband, Robert. I currently oversee the Children's and Families ministry at St Paul's Church in St Albans, although my role is becoming increasingly broad as our church seeks to pioneer new initiatives and reach new people. Before this, I was a Community Pastor in Eastleigh, Southampton while I completed my BA in Theology, Ministry and Mission at St Mellitus College in London. And before that, I was a Youth Pastor in Madrid, Spain for four years.

I grew up hearing about the Christian faith from my Mum and had an incredible encounter with Jesus aged 12 on a Scripture Union camp. Since then, I've

never looked back: both in terms of my relationship with Jesus, and also with the Scripture Union camp which I now help coordinate and cater for. I'm a big fan of board games/card games despite not being particularly competitive (it's the quality time with people that I love!). I enjoy cooking for and hosting friends, going for walks, or camping out in nature and eating good food. I grew up in Taiwan, India and the UK. And to add to my international adventures, despite Covid restrictions, Robert and I managed to have two summer weddings, six months apart, in two different continents. I'm very much looking forward to being challenged and learning in community on Arrow.



ED MORRISON

My name is Ed, I am 33 years old and from Sheffield. I am currently the vicar of St John's Mexborough in South Yorkshire, and have been since September 2018. I became a Christian in 2007, and as I have grown and deepened in my faith, it has been the bedrock of my life. On leaving school, I went to the University of York to read history, and after graduating worked in Westminster amid the exciting cut and thrust of politics. Throughout that time, though meeting lots of interesting people and enjoying my work, I was exploring a vocation to the priesthood. I left my job to do a parish placement in County Durham pit village, which was a hugely blessed time, and thereafter began theological training at St Stephen's House, Oxford. Ordained in 2015, I served my curacy in Doncaster, before moving up the road to my first incumbency

in Mexborough, where I am today. It is a small but growing parish, having doubled in size over the past three and a half years, and is blessed with wonderful people, but also many in severe need, materially and spiritually.

I maintain my keen interest in history and politics, and I am an enthusiastic tennis player and skier. As well as wanting to see a revitalisation of the faith in our country, I also pray for a revolution in the culture of the Church of England, in order that we might be able to proclaim the gospel in integrity and truth.

PARTICIPANTS



JAMES NEAL

I'm James, married to Emily and Dad to Lily (4) and Toby (20 months). I lead St Werburgh's Church in Chorlton which is a newly planted 'resource church' in South Manchester alongside my wife, Emily, and brilliant team. We planted in July 2020, so it's been an interesting journey to the present. Previously we've been in Cambridge, Manchester, Bristol, and Stockport, in various leadership roles, so we've been around the country a bit! We feel the most at home in Manchester.

I'm originally a Derbyshire lad, growing up near Matlock, so I am a lifelong Derby Country Fan (not for the faint hearted), I am a budding runner (working my way to half marathon), enjoy beer (both drinking and brewing), good coffee and getting out onto the highest hill I can find as

regularly as possible within a busy family and work life.

I am passionate about the church being a place where people who wouldn't normally set foot in a church encounter and connect with Jesus and have had the joy of seeing this since arriving in Chorlton. Emily and I are enjoying learning to lead together for the first time and have common values around the church being God's hands and feet in the world, investing in and releasing leaders, and ministry in the power of the Holy Spirit.

I can't wait to join the next Arrow cohort and get to know others with other experiences and in different spheres of leadership and learn as much as possible!



**IAN
YENERALSKI**

I have been working full-time for the church since the age of 18 and am now 38. I love what I do which is share Jesus with young people and their families. My main focus is those aged 11-18, however in last four years I have been growing men's ministry and outreach through Braking Dad's Mtb and trail running groups.

I am very happily married to a women completely out of my league and have two amazing children Reuben (10) and Alexa (7) – we named her before amazon stole her name. In the last few years my family and I have been through tough times with loss of family and friends, but have felt God giving us two words for this year – abundance and intentionality. As I write this the abundance of God's blessing is already evident, and its only the end of January.

We have a border collie called Zak and this forces us to do lots of walks. As a family we enjoy skating but there is a big divide between quads and inline. I love to kayak and was gifted a tandem kayak which my wife and I narrowly escaped an angry swan. I love films and watch lots of them. My wife is an artist and has completed many commissions, and it is a joy for me to see her doing what God has called her to do.

Recently I have been reawakened to prayer through the prayer course and am currently running it in all the youth groups and home group that I lead. Again, amazed at God's provision and really excited about going deeper with God over the next 18 months on Arrow. May God bless you abundantly. Your brother in Christ Jesus.

PROGRAMME TEAM



JO MCKEE

I work for CPAS as Director of the Arrow Leadership Programme and I'm also a full-time parish priest in Radcliffe, which is in north Manchester. Like most incumbents I have a number of different hats, one of which is being the director of our church nursery... the things they don't teach you at theological college!

With becoming a Christian at a relatively young age I have had a number of different church leadership roles in a variety of contexts: from being a youth worker in a professional church in south Manchester, leading summer youth Ventures, a music director in an ex-pat church in Belgium, a school chaplain for a UPA Church of England Academy (nursery to year 13) and now an incumbent for a church family in a working- class area.

People coming to know Jesus is one of my passions and at every opportunity I try to facilitate my church family to do 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 the Director of Vocations for Blackburn Diocese, and we have a teenager, who is more of a responsible adult than Nick and me 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 Bolton Symphony Orchestra.



STEVE BAILEY

Hello, I am really looking forward to ALP 17 having been a participant on programme 13 and gaining so much from it. I have been in Oadby for nearly nine years, based at St Paul's Church. I started out as Team Vicar and having covered a sabbatical and vacancy now find myself as Team Rector. I was ordained in 2007 after training at St John's, Nottingham, served as Curate in Walton-on-Thames and more recently have become Area Dean. 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 we were on community at Lee Abbey in the late 90's and married in 2001. Angie was a church youth worker until the arrival of children, now dedicating herself to them whilst still being involved in a number of children's ministries at church. Before ordination I worked as a chef specialising in patisserie.

Nowadays my catering skills are contained to food the boys will eat!

I enjoy running and have completed the Great North Run for the last two years as well as some Parkruns. I swim regularly and enjoy having a go at most sports but am not an expert at any of them. 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 it is a real blessing to you and look forward to journeying with you.



MARK BRADFORD

My name is Mark Bradford and I am married to Sarah. We have three children: Caleb (16), Anna (14), and Phoebe (11). We also have a lovely but slightly crazy black cocker spaniel called Alfie. I am the vicar of St Cuthbert's Fulwood in Preston (Diocese of Blackburn) and have been in post since November 2016. Arrow was such a help to me when I did it in 2018-19.

Before Preston, we lived in Ripon (where I served my curacy), Nottingham (where I trained at St John's College) and Leeds (from where I commuted to Harrogate to work as a secondary school History and Politics teacher for nine years). I loved being a teacher but felt called to teach and train people for worship, discipleship and mission. I tried to find other avenues to do this, including co-ordinating

part-time the Oasis Trust gap year programme Frontline for three years, but eventually felt led to do it as a vicar.

I grew up in north Devon and have always had a love of the sea, the beach and coast. In spite of Preston's notorious weather, I love the outdoors and enjoy walking with Sarah (and sometimes, begrudgingly, the children too). I find so much energy by being out and about in places of beauty like the Lake District, the Forest of Bowland and other areas such as Arnside and Silverdale that we have enjoyed discovering. I also love watching cricket with my son Caleb, going running, listening to music, reading all sorts, eating good food and spending time with friends.

PROGRAMME TEAM



BECCY CLARK

Hello. I'm looking forward to going on this Arrow journey with you over the next 18 months.

I'm married to Terry and we live in Bolton. Terry is vicar of two Church of England churches, and I manage the church office at one of them (part-time). One of the things that I love most about being in the church office (most of the time) is that people know that it's a place where they can come and find a listening ear when they need to talk.

Partly driven by that, and partly by personal life experiences I embarked on a two year certificate in Biblical Counselling back in Autumn 2015. It hugely changed my relationship with God and I have been hooked ever since. After completing the course I have been privileged to walk alongside people

through some incredibly difficult life experiences. I also do some marking for Biblical Counselling UK.

One day I'd love to buy an old property and renovate it, but what God has deeply laid on my heart, and continues to shape and refine in me, is a passion to see people 'restored', as hearts are changed and minds are renewed. I love watching people grow in being who God made them to be.

I also enjoy playing games, going out for walks, baking, gardening, playing the piano and meeting up with family and friends. Our garden is currently home to 11 ducks, who make us laugh with their comical antics!



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 teenage children one of whom is about to finish university – which is a slightly terrifying thought!

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. I also co-overall lead Notts School Venture with Sam.

At my local church I am involved in many aspects including fabric committee, youth and 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 Spouse leadership team.



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 ALP17.

PROGRAMME TEAM



MARK PICKETT

Originally from the south coast I led a nomadic lifestyle in ministry, first as a youth worker and then in an ordained capacity, before spending the last 16 years as Rector of St James' Clitheroe in Lancashire.

Along the way I have picked up a wife, Della, five children and five grandchildren.

I love sport and have not lost my competitive spirit, but have sadly lost a few yards on my golf game.

I am convinced of the importance of character in leadership and I assess curates and mentor new incumbents for the Diocese.

In the latter part of my ministry I am keen to pass on whatever I may have learned to younger leaders. I was privileged to be on the first ever Arrow and am delighted to be back!

PROGRAMME TEAM CONTACT DETAILS

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MARK BRADFORD	mark@stcuthbertsfulwood.church
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MATT HUSTWAYTE	arrow@cpas.org.uk
JACKIE MANN	jaxhmann@gmail.com
MARK PICKETT	markwlpickett@googlemail.com
CPAS Sovereign Court One (Unit 3) Sir William Lyons Road University of Warwick Science Park COVENTRY CV4 7EZ 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. 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.
- **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.

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.

- **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 **16 March**.
- Complete the online 16PF5 by **30 March**.
- Complete and return the Permission Form by **30 March**.
- Complete and return your Arrow 360 survey by **30 March**.

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 **16 March**, complete and return the survey on yourself by **30 March**.

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 **30 March**.



BEING PRESENT ON ARROW

Email, Work, Social Media

Building Community

Many leaders know the loneliness of leadership. We believe that one of the great things about Arrow is building community; a place for friendship, mutual learning and encouragement with those who are on the programme with you. Over the next 18 months you will get to journey with some amazing people.

We have found that there are some practices that help the community to function well, and others that work against that. We have also found that there are things that enable participants to be fully present with God and with one another, and things that will hamper this attentiveness.

In section 10 of the Resource File, that you will receive on the first residential, there will be an article on community. It is worth a read in a quiet moment.

In the following points, we would like to mention some of the things that will lessen your experience of Arrow, and potentially the experience of others.

1. EMAIL AND OTHER CONTACT WITH WORK

Please think carefully about the level of contact you have with your work during the residential. We want to ask you to refrain from 'continuing work' while on the residential, and therefore restrict contact to emergencies only. We will send you some guidelines on preparing people for this a couple of weeks ahead of the residential.

We encourage you not to access emails, prepare for a sermon, etc. You'll get the most out of the residential if you can focus on what is going on. We cannot tell you how many times someone has been knocked off track on a residential by opening a work email which they didn't need to see until they got home. So our advice is don't do work email. If you are relying on email as a primary means of communication with family, you may want to consider using a different email account so you are not tempted to have a peak at work emails.

We recognise that there can be genuine work emergencies. We would encourage you to set in place a way for you to be contacted, and agree what equals an emergency with a few key people in your work context, e.g. churchwardens. We have found that such emergencies are few in number and relatively rare.

Ahead of the residential try and plan to have a relatively light weekend after Arrow and if at all possible, try to line someone else up to preach, or lead the service/ministry that you would normally be involved with on a Sunday.

2. DOING WORK DURING THE RESIDENTIAL

Tempting as it is to see the residential as a great time to catch up with various work related things (reports to write, sermon series to plan, and so on), you will gain far more out of the residential and also be able to give far more to others on them if you leave work aside. Many leaders struggle to disconnect from work – see the residential as a great training ground for doing just that.

Of course there may be occasions when you simply have to do some work, but again, minimise these, and perhaps ask yourself 'why am I having to work on this residential?'

3. SOCIAL MEDIA

The third area to consider is social media. Many of us enjoy the connectivity that texts, Twitter, Instagram, Facebook, WhatsApp, blogs and other social media give us. They are great ways to keep up with others and enable others to keep up with us. Some of us also use them as a way of reflecting on what we are doing.

Yet, they can lead to us not being fully present, engaged, or attentive to what is going on in our immediate community, simply because we are overly connected to a wider community. For example, it is not unusual to be at a conference and discover people in the room are checking their Instagram during a session, or shopping on Amazon, or to observe people leaving a meeting room and, rather than talking with others in that environment, immediately take out their phone and check what is going on elsewhere. Our encouragement for the residential is to only use our phones in the privacy of our own rooms.

In addition, if you are using social media please be thoughtful about others. There are some particular issues we may need to be sensitive about as a community on Arrow:

- **Confidentiality** We want to create a safe place for people, and part of that is helped by a clear agreement about confidentiality. What is said on Arrow stays on Arrow. That



means that it is inappropriate to post what others have said on social media. And whilst it may be fun to take a photo of a participant and post it online, please be sensitive to whether they would mind you doing this or not.

- **Timeliness** Please refrain from posting things whilst in public spaces as this may lead to being distracted from what is going on in the room.

A Way Forward

We would like you to establish a covenant with yourself around these three issues. There are some questions below that you can use to guide you in deciding your covenant.

Please have it thought through by the first residential and bring it with you. We will then ask you to share this with others in your peer cell during the residential so that there is an element of accountability. You can, of course, revise it any time. At the beginning of each residential we will ask you to review your covenant, and revise it if appropriate. We will also be doing the same as a leadership team to help us be fully present ourselves.

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 your fellow participants?
- What is your agreement with your work context about connecting with work while on residential? Is it clear and helpful?
- What is your normal pattern of use for social media? On an average day how many times do you check Twitter, Facebook and so on? How many texts do you send a day? How many times do you check your emails? What will be appropriate on the residential?

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).

FUNDING FOR THE ARROW PROGRAMME

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

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.

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 17 pages of the CPAS website (www.cpas.org.uk/alp17) 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 17 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 2022** using the Bursary Application Form.

FUNDING FOR THE ARROW PROGRAMME

Approaching Individuals

You may like to use the materials on the Arrow 17 pages of the website (www.cpas.org.uk/alp17) 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.

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 2022**.

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.

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/alp17

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 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) 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 **21 January 2023** and the Moving On day **18 November 2023** 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/alp17 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

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 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.

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.

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 Matt Hustwayte 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 Matt your intercessor details by **30 March**.

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/alp17. 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.

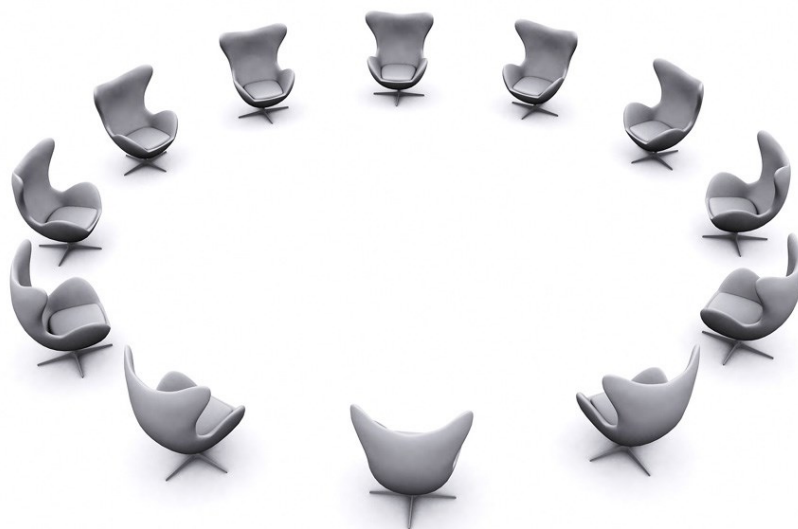
How do we Put the Cells Together?

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 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.





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.



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.



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



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.
- The Lead On book contains 30 reflections to refresh and re-energise your leadership. You can order it at 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.