2023

annual review

arrow leadership

Table Of **Contents**

From the Board Chair **004**

From the Executive Director **006**

An Overview **007**

Programs **008**

From Finance **014**

arrow leadership

to see leaders

led more by Jesus.
lead more like Jesus.
lead more to Jesus.

Building leaders.
Building leadership.

In 2023 Arrow Leadership Australia continued to live out its purpose of developing Christian leaders to be led more by Jesus; being led more like Jesus; and to lead more people to Jesus.

As I reflect back on 2023, there is much to thank God for. We thank God for the over 105 Christian leaders who engaged in our transformational leadership development, and what that means for the contexts and families in which they live and lead. We thank God for the dedicated staff team and wonderful volunteers who give so generously of their time. Personally, I would like to express my gratitude to the Board for continuing to serve God and give their time, energy and passion in following God's plans for Arrow.

In 2023, Arrow experienced a series of transitions and also navigated some challenges regarding staffing and operations. I would like to thank and affirm Kylie Butler who has stepped into the Acting Executive Director role, completing the role with distinction. I would also like to thank you for your prayer, support, and encouragement of Arrow as we have navigated this season.

With the desire to continue to grow and develop, the Board initiated an external organisational review, in 2023, under the leadership of Arrow Patron George Savvides. The initial findings reveal some excellent recommendations that will enable Arrow to stay committed to recruiting the best Christian leaders in Australia, developing them as both people and leaders.

As we look into the next 12 months, I have hope in God and his faithfulness and am excited for the plans He has for Arrow.

"Praise be to the God and Father of our Lord Jesus Christ! In his great mercy he has given us new birth into a living hope through the resurrection of Jesus Christ."
(1 Peter 1:3)

Every Blessing,

Mike Stevens
Board Chair of Arrow Leadership Australia

Seeing Leaders Thrive
On Their Journey

"Arrow has been instrumental for my leadership...God has spoken to me clearly, directed my path, encouraged me through others and set my heart on fire for His church, all through using my experience at Arrow."

Sophie (Arrow 26)

Lessons Learned and **Successes Achieved**

In 2023, Arrow Leadership experienced a year of significant transitions and challenges, navigating changes in leadership and unexpected budget gaps. We bid farewell to team members who made invaluable contributions to our organisation. Amidst these transitions, we initiated an Organisational Review led by George Savvides, aiming to strengthen our operational model and strategic focus.

Despite these challenges, we saw growth and development across various fronts. Our merger with Christian Coaching Institute as Arrow Coaching+ expanded our coaching and supervision services. Partnerships with institutions like ACOM and Uniting College underscore our commitment to innovative leadership development programs.

Notable program achievements include the successful conclusion of our Arrow Rise 2 cohort and the commencement of Arrow Reconnect, facilitating ongoing engagement with our alumni community.

As we reflect on the past year, we are grateful for the leadership of our Board Chair, Mike Stevens, and Deputy Chair, Des Ong, along with our other valued Directors, who provided steadfast support during this period of transition.

Looking ahead to 2024, we remain hopeful and committed to building upon the lessons learned and successes achieved in 2023. Our focus is on refining our programs, strengthening operations, and continuing to equip Christian leaders to be led by Jesus, like Jesus, and to lead more people to Jesus. As we embark on this journey, we invite you to join us in prayer and support for the future of Arrow Leadership Australia.

Kylie Butler
Acting Executive Director

A Brief **Overview of 2023**

952

Arrow Leaders to date

24

Rise Particiapnts

58

Emerging Participants

28

Executive Participants

98

Hours of Organisational Training

21

Coach Mastery Participants

"Arrow's Coach Mastery was the necessary push outside my comfort zone I needed to get good at coaching. It's now my favourite tool in my leadership toolbox ... and by far the most effective"

Kate (Coach Mastery)

Let's hear from **our programs**

Emerging Leaders Program

In 2023, leadership for Church leaders was as crucial as ever and I felt honoured to contribute to the growth of numerous leaders through the Emerging Leaders Program.

Arrow 26 successfully concluded their Emerging Program, boasting a diverse cohort in terms of denomination, expression, and role. Their remarkable cohesion fostered unique discussions on leadership within and beyond the Church. Many participants demonstrated a shift towards innovative and entrepreneurial approaches to ministry, grappling with the evolving challenges of cultural leadership. Guiding this exceptional group was a privilege, and I eagerly anticipate witnessing their future impact.

Similarly, Arrow 27 completed their journey, distinguished by a focus on senior leaders. Thanks to a generous donation, we could specifically recruit senior pastors, sole ministers, and other executives. This cohorts experience was invaluable, tailored to their distinct leadership contexts and diverse levels of expertise. Leading them through their bespoke Arrow Emerging Leaders program was an honour.

Arrow 28 commenced with a smaller group, yet their tight-knit community has been a source of joy. Their support for one another amidst leadership trials has been inspiring. I eagerly anticipate guiding this resilient cohort through their journey.

I'm continually humbled by the dedication of our volunteer leaders, who epitomise the calibre of individuals supported by Arrow. Serving as the Director of Emerging Leaders offers a unique vantage point to witness God's work within the Church's leadership landscape. With confidence, I affirm that the future of the Church in Australia is bright.

Cath Tallack
Emerging Leaders Program Director

Executive Leaders Program

In 2023, we welcomed 28 participants from the education and non-profit sectors for our Executive Leaders program, with cohorts gathering in Sunshine Coast and Melbourne. The diversity of roles represented, including Principals, Heads of Campus, Dean of Primary/Secondary, Heads of House/Year, Chaplaincy, Directors, Operations, CEOs, Business Management, Research, Partnerships, Pastors, reflecting the breadth of impact our program has across various leadership positions.

"Arrow is so much more than a leadership course - it's a personal journey of learning and transformation, done alongside others who become your champions and encouragers. The impacts are so far-reaching as the lessons and the change leave a mark that has a ripple effect to families, organisations, churches, workplaces. I could not more highly recommend Arrow to any Christian that has a leadership role or position of influence in any context."

- Karen Visser, CEO of Compelled by Love

As we reflect on the past year, we extend our gratitude to our dedicated team, volunteers, partners, and supporters who have contributed to Arrow. With renewed hope and commitment, we look forward to continuing our mission of developing Christian leaders who lead with integrity, compassion, and purpose.

Kylie Butler
Acting Executive Director

Coach Mastery

This year marked a significant milestone as we celebrated the 10th year of collaboration with the Anglican Diocese of Melbourne in their Coaching Program. Moreover, we obtained approval for our Coach Mastery program as a Certified Coach Education organisation with the International Coach Federation, a testament to Arrow's dedication to excellence in coaching education. Additionally, our partnership with ACOM working towards higher education accreditation has been a significant achievement in our coaching.

"Arrow Leadership's Coach Mastery course was an incredibly enriching journey into the world of coaching, leaving me filled with fresh ideas, theological insights, and a shelf of new books. Amidst all of the learning and development I also experienced what I can only describe as a whole-body 'sigh'. The kind of sigh that you make when you've landed in a place that feels like 'home'. The course was both empowering and humbling, evoking a sense of awe at the vast possibilities and opportunities ahead. It prompted deep reflection on my vocational path and how I contribute to the world and its restoration."

- Kirra (Coach Mastery Participant)

Kylie Butler

Coach Mastery Program Director

Coaching and Supervision

The development of pastoral supervision within Christian ministry is experiencing significant growth. We have also observed experienced leaders and less experienced leaders expressing the benefits of ongoing supervision. What was once viewed as a mandatory requirement is now moving to be embraced as an opportunity for personal and professional development. Supervisees are actively seeking additional supervision sessions, recognising the invaluable insights and support it provides in navigating the complexities of ministry.

This year we have increased the number of coaches and supervisors to assist with the growing demand and we welcome the experience and expertise they bring.

Chris Williams
Coaching and Supervision Manager

Rise

Reflecting on 2023, Arrow Rise 2 stands out as a highlight. Twenty-four dynamic young leaders from various backgrounds across Australia converged with a shared passion for serving God. It was wonderful to witness these young, passionate leaders experience transformative growth that will have impact on their leadership journey and personal development.

Cath Tallack
Rise Program Director

Organisational Training

In 2023, our Organisational Training initiatives again saw expansion, catering to various organisations such as YouthCARE, Transform Southern Sydney, and Christian Youth Camps (CYC), among others. This growth reflects our commitment to equipping leaders across different sectors with essential skills and knowledge.

Kylie Butler
Acting Executive Director

And Finally, From Finance

From Finance

2023 was a challenging year for Arrow in a number of areas, including finance. Our team worked extremely hard to stretch every dollar to its greatest missional effectiveness.

We saw reduced donor support throughout 2023, with the cost-of-living crisis amid interest rate hikes having a significant flow-on effect to charitable giving. Arrow experienced these effects twice-over; firstly, we felt the reduction of direct donation support. Secondly, we saw lower program participant numbers (and accordingly reduced program revenue) as the churches and non-profit organisations from where we draw our participants experienced lower giving, restricting the leadership development investments these same organisations can make in their upcoming leaders through Arrow. Our overall revenue for 2023 was 21% down from 2022 levels.

Despite our ongoing efforts in further reducing overheads and operational costs, we returned an operating loss (after partnership fund adjustment) of $143,000, a significant deviation from our budgeted operating surplus of $30,000. Following the draw on our general reserves in 2023, we retained $159,000 in general reserves to carry forward to 2024. This level of reserves is minimally sufficient to meet our protection reserve requirements, but does not provide us with optimisation reserves to pursue new opportunities.

For those familiar with our previous Annual Reviews, you won't be surprised to know that staff costs were again our largest investment, representing approximately 53% of our expenses in 2023. With the unexpected reduction in both donations and program revenue during 2023, difficult conversations around the size of our staff team were required, and we move into 2024 with a smaller staff team.

While overall donations were down in 2023, we remain encouraged by the generosity of those with the capacity and calling to partner with Arrow through financial support. As an organisation that is in part donor supported, we recognise the trust placed in us as we Build Leaders and Build Leadership across Australia. In whatever form you support Arrow, we thank you.

Full details regarding our 2023 financial results can be found on the ACNC website.

As a representative of the Finance, Audit, and Risk Committee, I share that we have faith in the absolute power of God to achieve His purposes on the earth. I ask you to join with us in prayerfully supporting His missional work that Arrow is privileged to be engaged in.

Rachael Buttigieg
Finance Manager and Company Secretary

arrow leadership

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