



Diocese of Bristol

A PLAN FOR TRANSFORMING CHURCH.

Together



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AN INTRODUCTION FROM BISHOP VIV

Transforming Church. Together began in January 2021 when I invited everyone in the Diocese of Bristol to join a conversation about our priorities under God for the future.

During the covid-19 pandemic, we carried out months of engagement, prayer, and discernment within church communities and amongst our less-heard groups. We realised that Christ, the Lord of all, was stretching our hearts and minds to respond to the most vivid of visions, that humanity might be reconciled, and creation restored.

We affirmed that the calling of each worshipper in the Diocese of Bristol is to follow Jesus, to serve others and to transform communities. We discerned that, by the power of the Holy Spirit, this Diocese has values of openness, generosity, creativity, and bravery which we want to continue to nurture. We will steadfastly live out our commitment to our neighbours and communities to be 'here with you' for Christ's sake.

After a further period of discussion and discernment, I am delighted to write that we now have a strategy for the next 5 years. Our strategy is completely aligned with the Church of England's national Vision and Strategy, but also has several Diocese of Bristol-specific priorities to meet our more local needs and aspirations. I remain confident of significant National Church investment arriving at the start of the strategic period, so we also have a sound financial framework upon which to move forward. I am therefore immensely excited to be looking ahead to a period of unprecedented ministerial and parochial revitalisation, increased discipleship, positive social impact, and long term environmental and financial sustainability.

Having learnt from the implementation of previous plans, we expect to see considerable change within the five-year timeframe of this strategy, and we also recognise that work will need to continue (learning as we go) until at least 2030. And we must recognise this is a framework for change, not a final immutable plan. Parishes, the Bishop's Council, and our Synods will continue to be engaged at every single stage.

And of course, prayer will continue, as together we seek Christ's transformation for each and every part of the Diocese.

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OUR CONTEXT

There are many signs of hope and evidence of God at work in our Diocese. We have welcomed new clergy and leaders, we have ordained or licensed many more called to commit their life to Christ. We have responded to a pandemic with innovation, strength, and grace, caring for our communities and each other. We have seen new worshipping communities grow and develop, and we have faced many of the major issues in society with courage, working towards net zero, committing to racial justice and engaging with Living in Love and Faith.

And yet we are living in a complex and challenging world. Our society is experiencing seismic changes: global pandemic, Brexit, persistent racism, growing inequalities, the climate crisis, the ongoing digital revolution, debates over human identity, and international conflict, are disrupting and changing both society, and communities.

The Church of England, beset by numerical and financial decline, reflecting less and less the diversity of English society, has struggled to embody a Christ-centred vision and life to that society. Covid-19 roused and challenged Christians in new ways at a time when the Church of England was renewing its own vision and shared strategic direction.

That said, there are signs of opportunity, of people looking for meaning, questioning old ways of working and living, an increasing focus on mindfulness, work-life balance, kindness to each other, and a craving for community. We also see people demand more from corporations and leaders around inequality, justice, and the environment.

Our Diocese is diverse and full of challenges and opportunities and this strategy is our response. It celebrates and builds on the best of what is, and thinks radically about new ways of working, living, and worshipping. We have imagined what can be, and discerned how, in the coming years, together we can better work, serve, and be together in our God-given calling. It is founded on months of engagement, prayer, and discernment across the Diocese.

This strategy aligns with the National Vision and Strategy, and yet powerfully reflects local realities on the ground in the Diocese. It also seeks to live out the five Marks of Mission of the Anglican Communion, and so aims to:

- Witness to Christ's saving, forgiving, reconciling love for all people
- Build welcoming, transforming communities of faith
- Stand in solidarity with people who live in poverty and need
- Challenge violence, injustice and oppression, and work for peace and reconciliation
- Protect, care for, and renew life on our planet.

Above all, together, we are **HERE WITH YOU** among the communities of and around Bristol, Swindon, South Gloucestershire, Chippenham, and Wiltshire, where God has placed us. Here with our neighbours who Christ has called us to serve. Here, engaged with the challenges and opportunities into which the Holy Spirit leads us.



OUR VISION. OUR MISSION. OUR VALUES.



OUR VISION FOR THE FUTURE IS:

Humanity Reconciled, Creation Restored



OUR MISSION IS:

To follow Jesus, to serve others, and to transform communities.



OUR VALUES, informed by our understanding of Jesus, underpin everything we do and say, and will play a critical role in delivering the strategy. They are:

Openness

We value openness and we are loving and open to all. Our behaviour is welcoming, we want to be a safe, accessible, kind, and welcoming space for everyone. We want our communities to feel embraced, their diverse needs met, and for them to benefit from a long-term relationship based on acceptance and love for people as God made them.

Generosity

We value generosity and receive and give sincerely. We give our time and resources to share what we know of Jesus' love. We want our communities to feel supported and cared for in the way Jesus would do, to experience God's love through our action and an opportunity to journey into faith if they choose.

Creativity

We value creativity and we co-operate with the work of the Spirit. We are faithful, rooted in faith and responsive to the Spirit. Our communities feel inspired, this is bold and joyful faith, work and worship that engages us all. We want our communities to experience a variety of projects and worship styles, celebrating tradition and innovation in connection to God.

Bravery

We value bravery, we are courageous with our voices and our actions. Jesus tells us to "take courage, I have conquered the world" (John 16.33). And so, following the repeated biblical command 'Do not be afraid', we acknowledge and learn from our past and actively effect positive change in the world. We want our communities to feel empowered as they are listened to, supported, and partnered with in seeking transformational change. The collective voices and actions of our community will help to bring about transformational change.

STRATEGIC OUTCOMES

To deliver our mission, we will work towards four main strategic outcomes:

- To have a form of church in every community, and a church in which all can participate, thrive, and belong
- To have people who worship God in every aspect of their lives, and throughout their whole lives
- For the Diocese to be recognised as a powerful force for gospel change
- For the Diocese to be sustainable.



STRATEGIC INVESTMENT

To achieve our strategic outcomes, we will focus on parishes, benefices, and chaplaincies, and invest in:

- **Discipleship** – our Ministers, Churches, Parishes and Benefices, Volunteers, and Young People
- **Social Action** – to deliver Social Justice on several levels
- **Sustainability** – making the Diocese environmentally, evangelistically and financially sustainable.

The broad design of the strategy is to get our people, and forms of church, in the right places, with the right physical, mental, and spiritual support. We want to liberate the ministry of all God's people by investing in our lay and ordained leaders, Growing Faith chaplains, and our volunteers. We want to turn around the spiral of decline by investing for growth in key geographical contexts, Priority and New Housing, and by investing in Fresh Expressions.

We will also seek to radically improve our impact within our eclectic societies, challenging poverty, injustice, exploitation, and exclusion. We want to transform the perceived, and experienced toxicity of the Church by addressing the legacy of racism, climate exploitation and the rights of our lesbian, gay, bisexual, and transgender communities, and to reconnect the church with secular society, and particularly with young people.

Finally, this will all be underpinned financially by investing in innovative income generation activities and making a steady transition to net zero by 2030, initially using our reserves, and then seeking National Church investment when enabled.

And in so doing, we will increase the breadth and depth of discipleship, deliver meaningful social action, and achieve financial and environmental sustainability.

MISSIONAL DESIGN

The philosophy behind our transformation is to address the root causes of our current challenges by seeking transformative cultural change across the Diocese by:

- Rooting the whole in prayer and being dependent upon the grace of God
- Reorienting culture towards service, mission, and growth
- Resourcing discipleship, leadership, clergy, and lay development
- Making evangelism a feature of every worshipping community
- Investing to grow in specific contexts: Low-income communities, mission areas, Fresh Expressions, and plants into new housing
- Funding an expansion of work with under 18's and families
- Removing barriers to faith through partnerships and justice projects
- Turning burdensome structures and buildings into mission assets
- Pump-priming innovative Diocesan income generation activities.

Each activity strengthens other activities – a **mutually reinforcing whole**.

And we intend to grow across the Diocese of Bristol, by generating more empowered, resourced, supported, and accountable local leaders collaborating in viable, outward-looking church communities, that are revitalized for mission by:

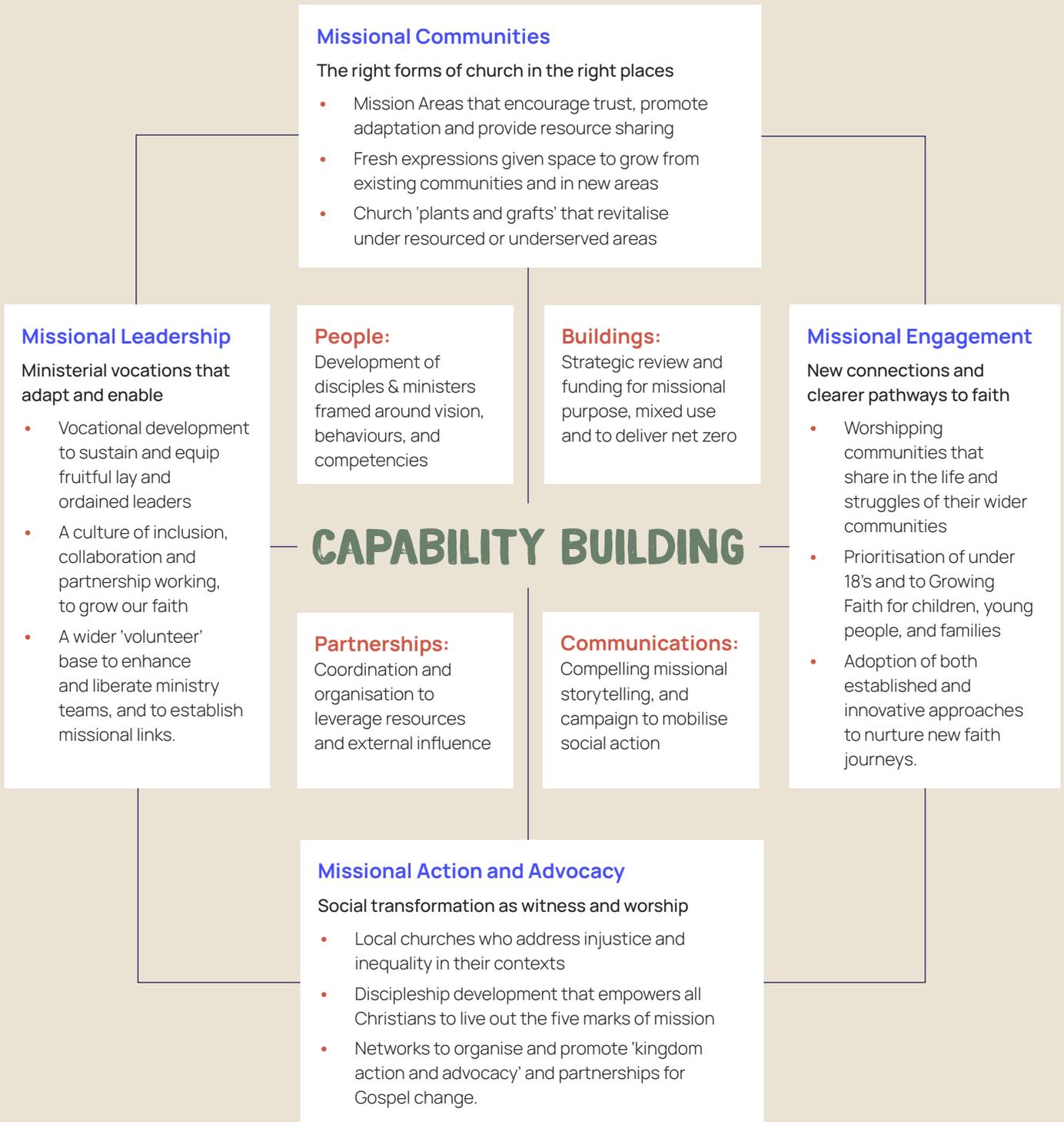
- Investing for growth in key geographical contexts – priority parishes; new housing, mission areas, plants and grafts and Fresh Expressions (missional communities)
- Liberating the ministry of God's people by investing in the capability, capacity and accountability of our lay/ordained leaders and church members/volunteers (missional leadership)
- Reconnecting our parishes with wider society and especially younger people to grow churches, fight local social injustice, and build fruitful partnerships (missional engagement)
- Transforming the perceived - and experienced - toxicity of the Church by addressing the legacy of racism, climate exploitation and the rights of our lesbian, gay, bisexual, and transgender communities (missional action and advocacy).

All underpinned by financial and environmental sustainability achieved by:

- Transforming our investment model, and pump-priming areas of potential income generation
- Deliver Net Zero by 2030 initially using our reserves and seeking Net Zero National Church-funding when enabled
- Digitising our organisation.



The overall mission design can be viewed in this way:



ACTIVITIES TO DELIVER THE PLAN – SHORT AND MEDIUM TERM

We have identified 12 'activities' - subject to refinement over time - which we need to undertake to ensure we deliver our 4 strategic outcomes. The pace at which we can commence and pursue these activities will be dependent on our success with Parish Share, generating income and national church investment. Each activity therefore has 'Early Years' and 'Later Years' sections, the exact timing of which will be determined when funding streams are known.

STRATEGY ACTIVITY	EARLY YEARS	LATER YEARS
Ensure our forms of church best serve our communities LEADS: Archdeacon of Malmesbury – Christopher Bryan Archdeacon of Bristol – Neil Warwick	Scope potential for new mission areas and start up to four	Evolve new mission areas where appropriate. Parishes join voluntarily, so the scale of the programme will depend on local leadership and benefits from early adopters being visible
	Existing and new mission areas, together with other interested parishes join the Church of England's Greenhouse scheme with access to small seedcorn budget. This will provide support, training and facilitation for new Fresh Expressions of church	Each Mission Area to be supported by a Children and Young People's worker and operations support role
	Appoint a Parish Development Advisor role to enable a revitalisation of parish ministry and setting up of mission areas	As funding allows, increase posts to plant in new communities/areas
	New Fresh Expressions of Church (FXC) begin, with 0.5 FTE Greenhouse enabler	FXC aim for five per mission area, and up to 20 across the wider Diocese
	Plant a new church in the new Brabazon area of Bristol and South Gloucestershire	Review shape of Deaneries to support local mission
	Determine locations for church plant in New Eastern Villages, Swindon and a further location	Plant in New Eastern Villages and additional location. Each church plant to be supported by a planting curate, Children and Young People worker and operations support role
Church buildings which serve our communities LEADS: Archdeacon of Malmesbury – Christopher Bryan Archdeacon of Bristol – Neil Warwick (supported by Director of Property, Lindsey McCullum)	Appoint a dedicated Church Buildings Strategist	Appoint project support to take projects forward (post(s) should pay for themselves within project costs)
	Determine viable projects/timelines	Four site redevelopments in five years, resulting in sustainable parish church presence, community facilities and housing units
		Support for 10 parishes investing in building/hall improvements
		Support for 20 Net Zero projects
		Further support for lower priority contexts, possibly 20 building improvement projects and 30 Net Zero advice audits

STRATEGY ACTIVITY	EARLY YEARS	LATER YEARS
Release our ministers to flourish and support their wellbeing LEADS: Archdeacon of Bristol – Neil Warwick Archdeacon of Malmesbury – Christopher Bryan	Project group to review clergy working hours, patterns and accountability	Intentional and creative deployment to deaneries/mission areas, replacing expectation of generalist incumbent with greater freedom to build on skills across a team
	Pilot Area Administration Centres in two Archdeaconry areas	Work towards widespread culture change with more collaboration, mutual accountability and cross-boundary working
	Design and roll out vocational development, wellbeing, support, and accountability programme scheme	Parish Support Managers more widely employed within local areas
	Appoint a lead for Vocational Development	
Build pathways into deep, lived-out Christian faith LEAD: Director of Ministry Development – Simon Taylor	Develop a diocesan Rule of Life as an outline which can be individually tailored for everyone in the Diocese	Build a full network of Discipleship Co-ordinators/Advisors at Deanery/Mission Area level
	Pilot Discipleship Coordinators as deanery or mission area roles	Develop Moodle (learning management system) as a diocesan resource providing access to national and local content
	Enable every church community to develop an evangelism and discipleship plan including how the church engages with work places	Have established range of 'Workplace Wayfinders' across workplaces of Diocese
	Train and commission 'Workplace Wayfinders' as identifiable people who live as Christians in the workplace	Every church able to offer access to a structured pathway through which people can explore the Christian faith
	Review chaplaincy cover and investment across the Diocese	
	Encourage and support Pilgrimages	
	Appoint a Parish Advisor for Discipleship and Mission	
Develop our Volunteers LEAD: Director of People, Safeguarding and Equality, Diversity and Inclusion – Caroline Jowett-Ive	Develop volunteering and serving policy, recruiting and development plan and toolkits for church volunteers including wardens, treasurers and other officers	Develop authorised lay ministry for pastoral care, work with children and young people and evangelism
	Set up a central volunteer support resource that parishes can access to fill parish level gaps in administrative expertise/capacity	
	Complete a pilot of worship leaders and reflect on learning	
	Fund safeguarding support and automation	

STRATEGY ACTIVITY	EARLY YEARS	LATER YEARS
Engage under 18s LEAD: Director of Education – Liz Townend	Audit current church and school partnerships and opportunities	Grow local deployment of Children and Young People workers considering the establishment of joint hub communities
	Develop provision between schools, homes and churches using the Growing Faith network and resources	Extend provision of 'Growing Faith Chaplains' to all parts of the diocese
	Identify and recruit 10 pilot 'Growing Faith Chaplains' additional to mission areas and church plants, as local church-school-home link workers	Pilot a youth bus project for outreach in low-income communities
	Build support and training networks for those working with children and young people across parishes	
	Explore how young people can be involved in governance at all levels.	
	Promote children and young peoples' meaningful involvement in worship	
Support low-income communities (LInC) LEAD: Bishops Chaplain – Martin Gainsborough	Innovation Funding has been approved for two additional places, looking at applying learning from successful areas into different church traditions	Begin to support role appointments using national funding (Strategic Development Fund and Innovation Fund)
	With SDF funding, we will recruit: an experienced incumbent into vacant benefices; parish support management, and more local children's work	Develop the next generation of church officers, lay workers and people in licensed ministry (lay and ordained)
	Revitalise the Diocesan Estates Network	
	Increased lay and ordained deployment	
	Establish coaching, support and accountability scheme, using 5 LInC areas as a pilot	
Communicate and deliver positive change against injustice LEAD: Director of External Relations – Harrison Leonard	Appoint a 0.5 FTE Partnerships Officer role (combined with Campaigns role)	Review learning from the pilot and other Dioceses
	Build partnerships with public, private and third sector organisations who share our concerns	Develop a portfolio of partners (including Christian Action Bristol).
	Identify key campaigns for the Diocese	Activate local and diocesan campaigns in partnership with secular organisations
	Pilot Citizens UK in a deanery or mission area	Develop campaigns resources

STRATEGY ACTIVITY	EARLY YEARS	LATER YEARS
Inclusion and Racial Justice LEAD: Director of People, Safeguarding and Equality, Diversity and Inclusion – Caroline Jowett-Ive	Appoint Racial Justice Lead to support parishes, and discern Diocesan policy	Implement EDI audit findings
	Fully fund Disability+Accessibility Advisor role	Deliver our racial justice commitments
	Fund parish Equality, Diversity and Inclusion (EDI) audits	
	Develop Diocesan EDI policies for all protected characteristics to ensure equity and belonging for all	
	Continue to develop training and implementation	
	Re-establish Ministry Experience Scheme	
	Continue to resource and develop contested heritage work	
Build Income LEAD: Chair of Diocesan Board of Finance – Andrew Lucas (supported by the Director of Finance and Director of External Relations – Harrison Leonard)	Rapidly conclude accounting, methodology and investment change	Invest in digital, legacy, high level donors, events and capital project fundraising capability
	Appoint a Fundraising Officer role with target to pay for itself in year 1	Migrate to Total Return Accounting for our investment portfolio
	Assess utility and /return on investment of 'trading'	
	Maximise grant-funding opportunities	
	Develop fundraising and marketing strategy	
Build Partnerships for Gospel Change LEAD: Director of External Relations – Harrison Leonard	Research and identify potential partners for delivering change, campaigning and generating income	Appoint a 0.5 FTE Partnerships Officer (Combined with Campaigns Officer role) to support parishes and bring partnerships to life
	Support church communities to maximise local opportunities	Deliver meaningful social action and advocacy
	Generate fruitful local, regional and diocesan partnerships	Draw more people to faith
Achieve Net Zero LEADS: Bishops Chaplain – Martin Gainsborough supported by Director of Property, Lindsey McCullum	Appoint specialist staff to co-ordinate and lead projects and communications	Invest in new technology (solar panels, LED, EVCPs, GSHPs etc), address lower emitters, and conclude the programme (with support from national church [2023-2030])
	Appoint a 'Parish Net Zero Support Hub' assistant	Continue to communicate the need for personal and parish involvement in reaching net zero
	Communicate the need for personal and parish involvement in reaching net zero	Continue to provide Parish advice and support to reach Net Zero
	Use reserves to decarbonise our schools, clergy housing, and churches with an emphasis initially on the high emitters, and those projects which support clergy wellbeing	
	Develop partnerships (internally and externally) to support individual decarbonisation projects	

RISKS

All new approaches and plans involve some risk. Nationally, our society is highly secular and, in many cases, far from the church. In some quarters, some of the church's theological positions are problematic. In others, we are seen to be irrelevant. This means that for any Church of England strategy, gaining real traction is challenging.

In the case of Transforming Church Together, we have identified the following specific risks:

- **Will people believe in it?** All strategies stand or fall on the extent to which the relevant stakeholders are engaged and participative. We have worked hard to ensure this strategy has been developed collaboratively and it is vital that our independent parishes, benefices, schools, and chaplaincies continue to engage energetically, to contribute to a successful outcome
- **Can we connect and communicate well enough?** We will continue to work hard to be effective at connecting and communicating with the communities around us. Our actions, language, tone, and a desire to 'do with', rather than 'do for' or 'do to', are vital
- **Income.** This strategy is based on assumptions about Parish Share, National Church investment, new ways to generate income, investment returns, and inflation/cost estimates. A setback in any of these areas will directly impact on the pace and depth of our transformation plans
- **National Church Policies.** National theological and financial decisions are in process. They will have a positive or negative impact on this strategy depending on where they fall.
- **Follow through.** It is essential that early energy and initiatives are followed through to meet our goals. We will work with God, and one another, to see this strategy, and the associated cultural changes, through to their intended conclusion.

FINANCIAL STRATEGY

The Diocese has carried significant operating deficits over the last few years. This cannot continue indefinitely, and we aim to resolve this situation by the end of the strategic period, by reaching a point where annual income (from Parish Share and other activities) is in balance with annual expenditure. This is the financial basis for Strategic Outcome 4.

In broad terms, over the next five years, we will:

- Utilise national church investment when and where available
- Continue to pray, be thankful and work for increasing generosity of our parishioners and improve our partnering and communicating with them
- Make some changes to the way in which we manage and invest our reserves to allow us to invest more into our mission
- Make changes to the composition of the Diocesan Support Staff; to shape it to deliver the strategy
- Invest a small percentage of our reserves in the initial years to begin delivering Net Zero (in anticipation of follow-up support from the national church in later years)
- Invest in activities that generate income, either alone, or with parishes, or with suitable public and private partners.

Progress against the strategy and our ability to achieve our fourth strategic outcome ('For the Diocese to be sustainable') will significantly depend on the level of Parish Share, our success with generating income, and the willingness of the national church to invest in our future and net zero. The financial plan is at Annex A.

Once we have the right organisation and processes in place, we will set about digitising the Diocese (both centrally and, where feasible, in parishes and benefices). This will require upfront investment but will reap downstream savings – financial and environmental. Grant-funding will be sought once the nature and quantum of the changes are known.

CONCLUSION

Transforming Church Together is Christ-centred, founded on the Anglican Marks of Mission, the wonderful work and witness of church communities across our Diocese, and the need to make changes to ensure we have a thriving church for years and years to come. It envisages a more proactive approach to our work, and a brave excursion into new forms of partnership and income generation. And as we do this, we want to be known for living out our values, even when that is tough and challenging.

The strategy started with a wide conversation with our communities and others, and will only conclude successfully with the continued prayers and active support of the same communities. We know that success will only be possible through the power of the Holy Spirit, and the energy of our ministers, parishioners, and partners on the ground. The Diocesan Leadership and Support Staff will do everything possible to make this possible. The Diocese has so much goodness to build upon, things we need to change, an exciting vision that we are called to, and the joy and challenge of working together to sustain and grow our church in our communities. May God be with us as we embark on this truly exciting phase of our diocesan life.

God of the Way, you call us to leave familiar places and to set out on new paths.

Enlarge our vision of your work in the communities we serve, speak to us through the people we encounter, and open our hearts to your love.

Give us courage and boldness to engage together in this time of prayer and discernment; and by your Holy, life-giving and creative Spirit, renew your church in prayer and service, and in sharing the Good News of Jesus Christ, in whose name we pray. Amen.

Rt Revd Vivienne Faulk
Bishop of Bristol



ANNEXES:

A. Financial Strategy – Assumptions and Broad Financial Plan

ANNEX A

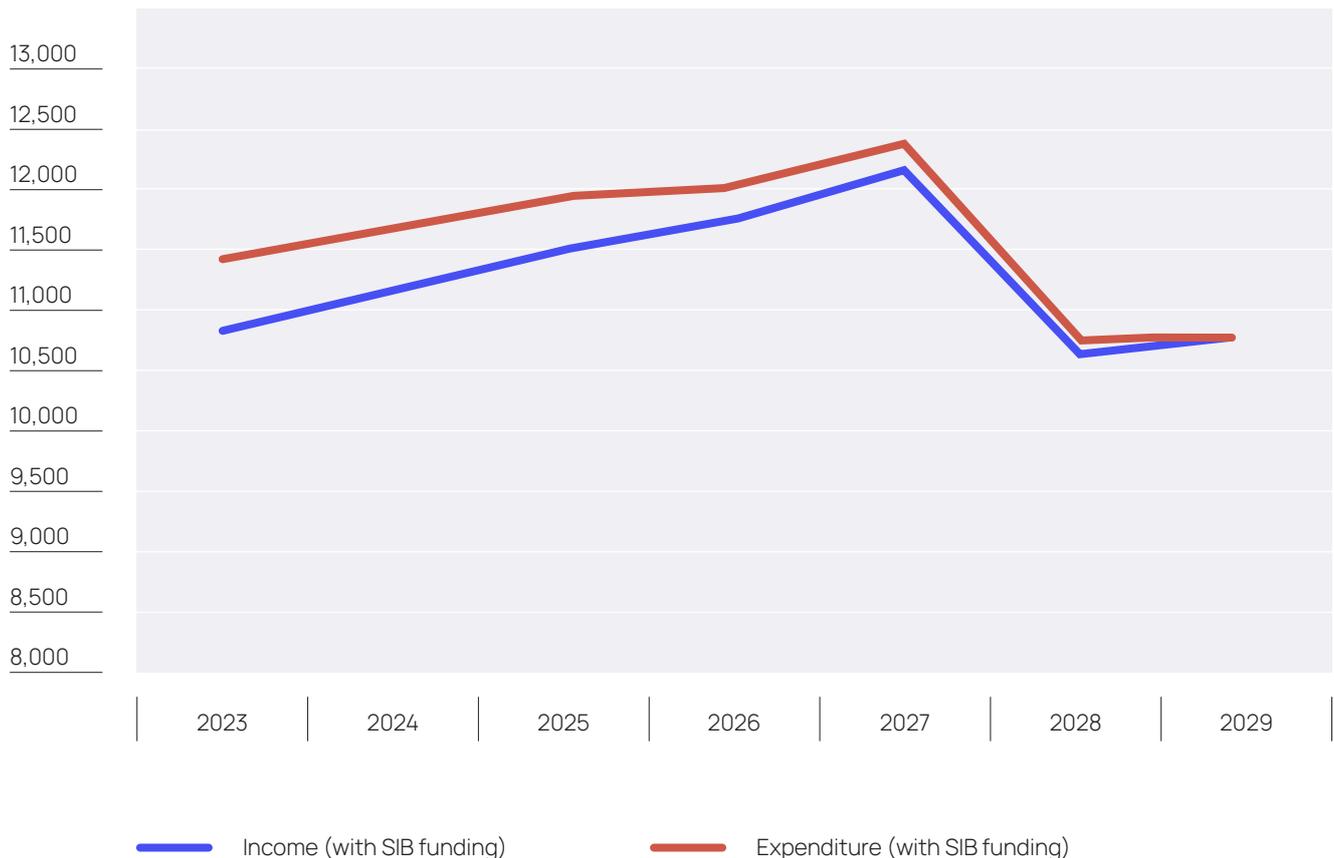
FINANCIAL STRATEGY – ASSUMPTIONS AND BROAD FINANCIAL PLAN

The following broad assumptions underpin the financial basis for this strategy:

- Parish Share will be sustained (and grow with inflation)
- The current inflationary pressures will ease over time
- National Church funding bids will be successful. To the extent they are not, we will modify the pace of the roll out of the strategy
- Reserves will be utilised for net zero in the early years, and National Church funding will follow
- Savings of £60-100k p.a. recurring will be achieved from reorganisation and better processes
- Income generation of £100k in Year 1 growing to £900k in Year 6 (including up to £500k of income from our modified investment accounting)
- No change in national church apportionment.

This should result in a balanced budget in 2027/8, and can be broadly represented visually as follows (£000s):

Income and Expenditure (with SIB funding) £k



More granularity on the projections, assuming Strategic Investment Board (SIB) funding, are shown here:

Indicative projections 2023-2033 with NCI Investment

PROJECTIONS	Baseline 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
INCOME												
Parish Share	5,313	5,507	5,617	5,729	5,844	5,961	6,080	6,202	6,326	6,452	6,581	6,713
Grant income	1,711	1,428	1,442	1,457	1,471	1,486	1,501	1,516	1,531	1,546	1,562	1,578
Investment income	1,049	1,149	1,249	1,349	1,449	1,549	1,549	1,549	1,549	1,549	1,549	1,549
Other income	559	565	570	576	582	588	593	599	605	611	617	624
STF	0	1,199	1,021	1,006	981	960	0	0	0	0	0	0
SDF	0	600	600	600	600	600	0	0	0	0	0	0
SCF	0	98	165	100	100	100	0	0	0	0	0	0
CTF	0	90	90	90	0	0	0	0	0	0	0	0
Innovation Funding	0	83	83	83	0	0	0	0	0	0	0	0
New income – Non-SIB	0	100	300	500	700	900	900	900	900	900	900	900
Total income	8,632	10,818	11,138	11,491	11,727	12,143	10,624	10,766	10,911	11,059	11,210	11,363
EXPENDITURE												
Parish ministry	4,214	4,170	4,253	4,338	4,425	4,513	4,604	4,696	4,790	4,885	4,983	5,083
Future ministry – curates	1,205	1,117	1,055	1,033	1,053	1,075	1,096	1,118	1,140	1,163	1,186	1,210
Future ministry – ordinands and support	535	546	557	568	579	591	602	615	627	639	652	665
Property costs	1,559	1,575	1,590	1,606	1,622	1,639	1,655	1,671	1,688	1,705	1,722	1,739
DSS staff	1,210	1,052	1,077	1,102	1,128	1,154	1,181	1,208	1,236	1,264	1,293	1,322
DSS non-staff	719	676	683	690	697	704	711	718	725	732	740	747
National church	270	270	270	270	270	270	270	270	270	270	270	270
New initiatives – STF/SDF/ Innovation fund		2,069	1,959	1,880	1,681	1,660	0	0	0	0	0	0
New initiatives – Non-SIB	0	158	410	623	792	961	829	697	664	631	596	561
Total expenditure	9,712	11,632	11,854	12,109	12,247	12,566	10,947	10,992	11,140	11,290	11,442	11,598
NET INCOME BEFORE OTHER FUNDS	-1,080	-814	-716	-619	-520	-422	-324	-226	-228	-231	-233	-235
Other funds	12	12	12	12	12	12	12	12	12	12	12	12
NET INCOME BEFORE TRANSFERS	-1,068	-802	-704	-607	-508	-410	-312	-214	-216	-219	-221	-223
Funding from DSF Capital Fund	200	202	204	206	208	210	212	214	217	219	221	223
SURPLUS / (DEFICIT) BEFORE GAINS	-868	-600	-500	-400	-300	-200	-100	0	0	0	0	0

CREATIVITY
OPENNESS
BRAVERY
GENEROSITY



Diocese of Bristol