

## A PLAN FOR TRANSFORMING CHURCH. TOGETHER

### 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. Watch the film [here](#).

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 Diocesan Synod in March 2022, and six weeks of further consultation and discernment across the Diocese, I am delighted that we now have a strategic plan. The good news too is that our strategy

is completely aligned with the Church of England's national strategy, but also has several Diocese of Bristol-specific priorities to meet our specific needs and aspirations. [Following a successful bid to the National Church for funding], we also have a sound financial framework upon which to move forward. We are therefore immensely excited to be looking ahead to a period of unprecedented parish revitalisation, increased discipleship, positive social and environmental impact, and long term 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 also recognise that work will need to continue (learning as we go) until at least 2030. 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

1. 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 worshiping 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.
2. And yet we are living in a complex and challenging world. Our society is experiencing seismic changes; Covid-19, Brexit, 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.
3. 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 has roused and challenged Christians in new ways at a time when the Church of England is renewing its own vision and shared strategic direction.
4. At the same time, there are signs of opportunity, of people looking for meaning, questioning old ways of working and living, an increasing focus on mindfulness, rest and kindness and a craving for community. We also see people demand more from corporations and leaders around inequality, justice and the environment.
5. 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.
6. This strategy aligns with the evolving national church 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.
7. 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

8. Our vision for the future is:

***Humanity Reconciled, Creation Restored***

## OUR MISSION

9. Our mission is:

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

## OUR VALUES

10. 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

11. To deliver our mission, we will work towards four main strategic outcomes:
- a. **To have a form of church in every community, and a church in which all can participate, thrive and belong.**
  - b. **To have people who worship God in every aspect of their lives, and throughout their whole lives.**
  - c. **For the Diocese to be recognised as a powerful force for gospel change.**
  - d. **For the Diocese to be sustainable.**

## STRATEGIC INVESTMENT

12. 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 and financially sustainable.
13. 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, 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.
14. 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.
15. Finally, this will all be underpinned financially by investing in innovative income generation activities and a (reserves and National Church Institutions funded) transition to net zero by 2030, initially using our reserves and seeking Net Zero National Church Institutions funding 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.*

## STRATEGIC ACTIVITIES

16. We have discerned 12 discrete but interconnected activities which, collectively, will take us to our four main outcomes:

a. **Discipleship**

- 1) **Forms of Church to best serve our communities** – to ensure we have the right form of church, in the right place, with the right Support.
- 2) **Church Buildings to serve our communities** – to better utilise our church properties, for mission and income generation.
- 3) **Release our Ministers to flourish and thrive** – to provide better administrative support, intentional deployment, and vocational Wellbeing.
- 4) **Build pathways into deep, lived-out Christian faith** – through a Diocesan Rule of Life, workplace wayfinders', local discipleship and evangelism, pilgrimage, and Parish/Deanery 'Missions'.
- 5) **Develop our Volunteers** – provide better recruiting, induction, support and retention, to grow both capability and numbers.
- 6) **Engage Under 25's** – through parishes, schools and chaplaincies; to increase engagement and encourage participation.

b. **Social Action**

- 7) **Support low-income communities** – to invest with precision, revitalise the estates' network, increase Ministry deployment, provide targeted administrative support, and develop the next generation of officers and ministers.
- 8) **Communicate and deliver positive change against injustice** - create 'campaign partnerships', identify relevant campaigns against injustice, and deliver them locally, regionally and nationally.
- 9) **Inclusion and Racial Justice** - deliver our racial justice commitments and better include under-represented communities.

c. **SUSTAINABILITY**

- 10) **Build Income** – Make better use of our balance sheet/investments and build novel income generation/fundraising capabilities.
- 11) **Build Partnerships** – Create partnerships with public, private and third sector organisations to support 'campaigns', generate income and benefits in kind, and attract new volunteers/disciples.
- 12) **Achieve Net Zero** – deliver physical and behavioural change within the Diocese to achieve environmental sustainability.

17. This strategy recognises that concurrent interventions need to take place in a number of ways and in a number of different locations if we are to see material changes to discipleship, social action, and sustainability in Bristol and beyond. How these activities support our 4 main objectives, and Discipleship, Social Action and Sustainability can be shown diagrammatically:

## FOUR STRATEGIC OUTCOMES

To have a form of church in every community, and one 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
<p>Ensure our forms of church best serve our communities</p> <p>Church buildings to support our communities</p>	<p>Build pathways into deep, lived-out Christian faith</p>		<p>Church buildings to support our communities</p>
Release our ministers to flourish and thrive			
Develop our volunteers			
Engage under 18's			
Inclusion and racial justice			
		<p>Communicate and deliver positive change against injustice</p>	
Support low-income communities			<p>Build income</p>
Build partnerships for gospel change			
Deliver net zero			

## MISSIONAL DESIGN

18. 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.
- 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.*

19. 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 revitalised for mission by:

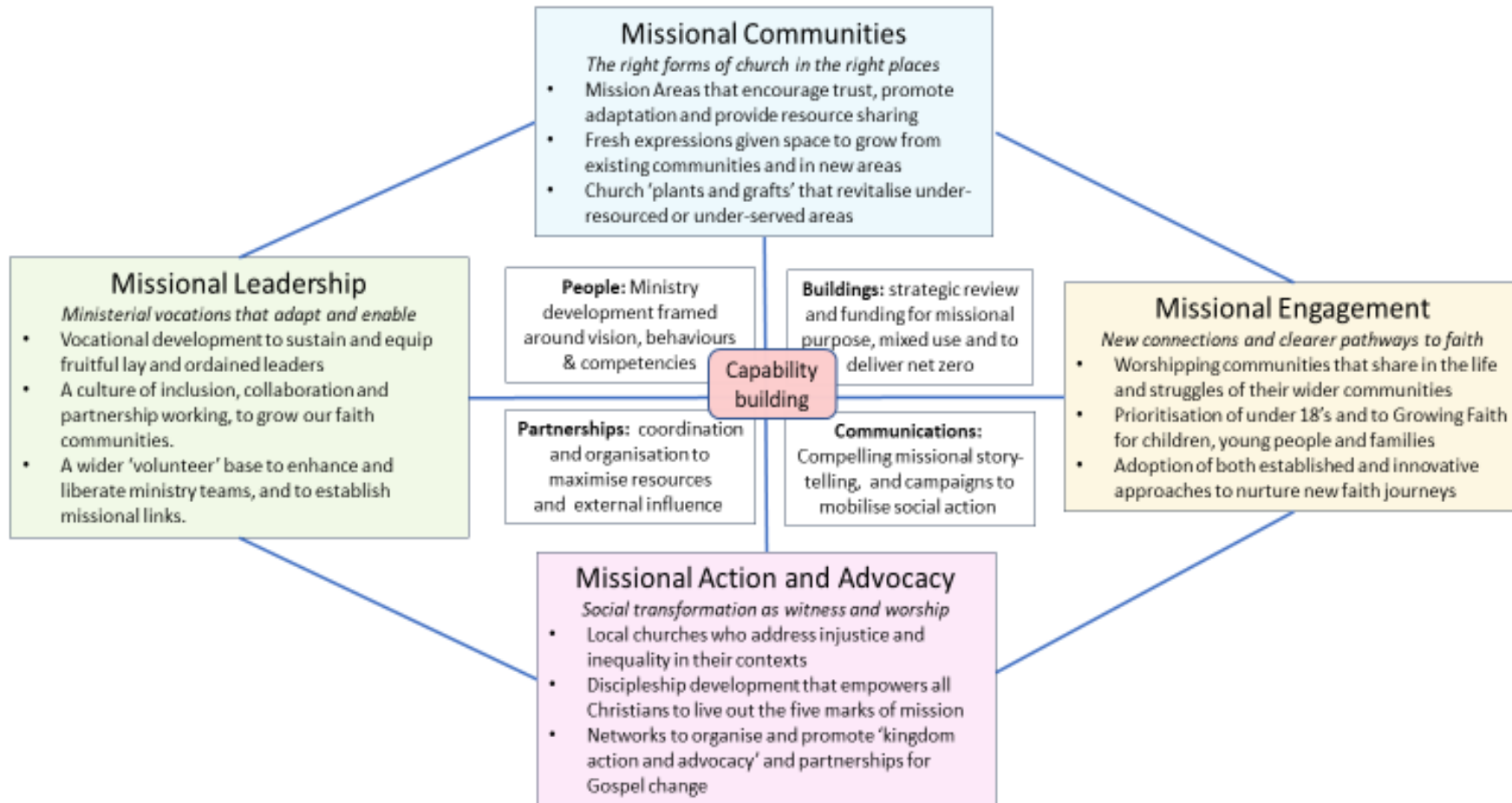
- Investing for growth in key geographical contexts – priority parishes; new housing, mission areas, plants and grafts and Fresh Expressions (*missional communities*).
- Liberating the ministry of God's people by investing in the capability, capacity and accountability of our lay/ordained leaders and 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.

20. The overall mission design can be viewed in this way:

# Mission Design - Requirements





## ACTIVITIES TO DELIVER THE PLAN – SHORT AND MEDIUM TERM

21. Indicative activities, subject to refinement over time, to deliver the strategy, are listed below. 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
<p><b>Ensure our forms of church best serve our communities</b></p> <p><b>Leads:</b>  <b>Archdeacon of Malmesbury - Christopher Bryan</b>  <b>Archdeacon of Bristol - Neil Warwick</b></p>	<ul style="list-style-type: none"> <li>• <b>Scope potential for new mission areas and start up to four.</b></li> <li>• <b>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.</b></li> <li>• <b>Appoint a Parish Development Advisor role to enable a revitalisation of parish ministry and setting up of mission areas.</b></li> <li>• <b>New Fresh Expressions of Church (FXC) begin, with 0.5 FTE Greenhouse enabler.</b></li> <li>• <b>Plant a new church in the new Brabazon area of Bristol and South Gloucestershire.</b></li> <li>• <b>Determine locations for church plant in New Eastern Villages, Swindon and a further location.</b></li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• <b>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</b></li> <li>• <b>Each Mission Area to be supported by a Children and Young people's worker and operations support role.</b></li> <li>• <b>As funding allows, increase posts to plant in new communities/areas.</b></li> <li>• <b>FXC aim for five per mission area, and up to 20 across the wider Diocese.</b></li> <li>• <b>Review shape of Deaneries to support local mission.</b></li> <li>• <b>Plant in New Eastern Villages and additional location. Each church plant to be supported by a planting curate, Children and Young People worker and ops support role</b></li> </ul>

<p><b>Church buildings which serve our communities</b>  <b>Lead:</b>  <b>Archdeacon of Malmesbury - Christopher Bryan</b>  <b>Archdeacon of Bristol - Neil Warwick (supported by Director of Property)</b></p>	<ul style="list-style-type: none"> <li>• <b>Appoint a dedicated Church Buildings Strategist.</b></li> <li>• <b>Determine viable projects/timelines.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Appoint project support to take projects forward (post(s) should pay for themselves within project costs).</b></li> <li>• <b>Four site redevelopments in five years, resulting in sustainable parish church presence, community facilities and housing units.</b></li> <li>• <b>Support for 10 parishes investing in building/hall improvements.</b></li> <li>• <b>Support for 20 Net Zero projects.</b></li> <li>• <b>Further support for lower priority contexts, possibly 20 building improvement projects and 30 Net Zero advice audits.</b></li> </ul>
<p><b>Release our ministers to flourish and support their wellbeing</b></p> <p><b>Leads:</b>  <b>Archdeacon of Bristol - Neil Warwick</b>  <b>Archdeacon of Malmesbury - Christopher Bryan.</b></p>	<ul style="list-style-type: none"> <li>• <b>Project group to review clergy working hours, patterns and accountability.</b></li> <li>• <b>Pilot Area Administration Centres in two Archdeaconry areas.</b></li> <li>• <b>Roll out vocational development, wellbeing, support and accountability scheme, extending learning from low-income communities pilot.</b></li> <li>• <b>Appoint a Head of Vocational Development.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Intentional and creative deployment to deaneries/mission areas, replacing expectation of generalist incumbent with greater freedom to build on skills across a team.</b></li> <li>• <b>Work towards widespread culture change.</b></li> <li>• <b>Parish Support Managers more widely employed within local areas.</b></li> </ul>

<p><b>Build pathways into deep, lived-out Christian faith.</b></p> <p><b>Lead:</b>  <b>Director of Ministry Development - Simon Taylor</b></p>	<ul style="list-style-type: none"> <li>• <b>Develop a diocesan Rule of Life as an outline which can be individually tailored for everyone in the Diocese.</b></li> <li>• <b>Pilot Discipleship Coordinators as deanery or mission area roles.</b></li> <li>• <b>Enable every church community to develop an evangelism and discipleship plan including how the church engages with work places.</b></li> <li>• <b>Train and commission ‘Workplace Wayfinders’ as identifiable people who live as Christians in the workplace.</b></li> <li>• <b>Review chaplaincy cover and investment across the Diocese.</b></li> <li>• <b>Encourage and support Pilgrimages.</b></li> <li>• <b>Appoint a Parish Advisor for Discipleship and Mission.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Build a full network of Discipleship Co-ordinators/Advisors at Deanery/Mission Area level.</b></li> <li>• <b>Develop Moodle (learning management system) as a diocesan resource providing access to national and local content.</b></li> <li>• <b>Have established range of ‘Workplace Wayfinders’ across workplaces of Diocese.</b></li> <li>• <b>Every church able to offer access to a structured pathway through which people can explore the Christian faith.</b></li> </ul>
<p><b>Develop our Volunteers</b></p> <p><b>Lead:</b>  <b>Director of People and Safeguarding - Caroline Jowett-Ive</b></p>	<ul style="list-style-type: none"> <li>• <b>Develop volunteering and serving policy, recruiting and development plan and toolkits for church volunteers including wardens, treasurers and other officers.</b></li> <li>• <b>Set up a central volunteer support resource that parishes can access to fill parish level gaps in administrative expertise/capacity</b></li> <li>• <b>Complete a pilot of worship leaders and reflect on learning.</b></li> <li>• <b>Fund safeguarding support and automation.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Develop authorised lay ministry for pastoral care, work with children and young people and evangelism.</b></li> </ul>

<p><b>Engage under 18s</b></p> <p><b>Lead:</b>  <b>Director of Education - Liz Townend</b></p>	<ul style="list-style-type: none"> <li>• <b>Audit current church and school partnerships and opportunities.</b></li> <li>• <b>Develop provision between schools and churches using the Growing Faith network and resources.</b></li> <li>• <b>Develop local church-school-home link workers/ lay and ordained school chaplaincy (10 new 'Growing Faith Chaplains' additional to mission areas and church plants).</b></li> <li>• <b>Build support and training networks for those working with children and young people across parishes.</b></li> <li>• <b>Explore how young people can be involved in governance at all levels.</b></li> <li>• <b>Promote children and young peoples' meaningful involvement in worship.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Grow local deployment of Children and Young People workers considering the establishment of joint hub communities</b></li> <li>• <b>Pilot a youth bus project for outreach in low income communities.</b></li> </ul>
<p><b>Support low-income communities (LInC)</b></p> <p><b>Lead:</b>  <b>Bishops Chaplain - Martin Gainsborough</b></p>	<ul style="list-style-type: none"> <li>• <b>Innovation Funding has been approved for two additional places, looking at applying learning from successful areas into different church traditions.</b></li> <li>• <b>With SDF funding, we will introduce an experienced incumbent; parish support management, and more local children's work</b></li> <li>• <b>Revitalise the Diocesan Estates Network.</b></li> <li>• <b>Increased lay and ordained deployment.</b></li> <li>• <b>Establish coaching, support and accountability scheme, using 5 LInC areas as a pilot.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Begin to support role appointments using national funding (Strategic Development Fund and Innovation Fund).</b></li> <li>• <b>Develop the next generation of church officers, lay workers and people in licensed ministry (lay and ordained).</b></li> </ul>

<p><b>Communicate and deliver positive change against injustice</b></p> <p><b>Lead:</b> Director of External Engagement</p>	<ul style="list-style-type: none"> <li>• <b>Appoint a 0.5 FTE Partnerships Officer role (combined with Campaigns role).</b></li> <li>• <b>Build partnerships with public, private and third sector organisations who share our concerns</b></li> <li>• <b>Identify key campaigns for the Diocese</b></li> <li>• <b>Pilot Citizens UK in a deanery or mission area</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Review learning from the pilot and other dioceses</b></li> <li>• <b>Develop a portfolio of partners (including Christian Action Bristol).</b></li> <li>• <b>Run a campaign every year.</b></li> <li>• <b>Develop campaigns resource.</b></li> </ul>
<p><b>Inclusion and Racial Justice</b></p> <p><b>Lead:</b> Director of People and Safeguarding - Caroline Jowett-Ive</p>	<ul style="list-style-type: none"> <li>• <b>Appoint Racial Justice Lead to support parishes, and discern Diocesan policy.</b></li> <li>• <b>Fully fund Disability and Accessibility Advisor role.</b></li> <li>• <b>Fund parish Equality, Diversity and Inclusion (EDI) audits.</b></li> <li>• <b>Develop Diocesan EDI policies for all protected characteristics.</b></li> <li>• <b>Continue to develop training and implementation.</b></li> <li>• <b>Re-establish Ministry Experience Scheme.</b></li> <li>• <b>Continue to resource and develop contested heritage work.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Implement EDI audit findings.</b></li> <li>• <b>Deliver our racial justice commitments.</b></li> </ul>
<p><b>Build Income</b></p> <p><b>Lead:</b> Chair of Diocesan Board of Finance - Andrew Lucas (supported by Director of Finance and Director of External Engagement)</p>	<ul style="list-style-type: none"> <li>• <b>Rapidly conclude accounting and investment methodology change.</b></li> <li>• <b>Appoint a Fundraising Officer role with target to pay for itself in year one.</b></li> <li>• <b>Assess utility and/return on investment of ‘trading’.</b></li> <li>• <b>Maximise grant-funding opportunities.</b></li> <li>• <b>Develop fundraising and marketing strategy.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Invest in digital, legacy, high level donors, events and capital project fundraising capability.</b></li> </ul>

<p><b>Build Partnerships for Gospel Change</b></p> <p><b>Lead:</b>  <b>Director of External Engagement.</b></p>	<ul style="list-style-type: none"> <li>• <b>Research and identify potential partners for delivering change, campaigning and generating income.</b></li> <li>• <b>Support church communities to maximise local opportunities.</b></li> <li>• <b>Generate Diocesan ‘strategic’ partnerships.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Appoint a 0.5 FTE Partnerships Officer (Combined with Campaigns Officer role) and make partnerships real.</b></li> </ul>
<p><b>Achieve Net Zero</b></p> <p><b>Lead:</b>  <b>Bishops Chaplain - Martin Gainsborough supported by Director of Property.</b></p>	<ul style="list-style-type: none"> <li>• <b>Appoint specialist staff to co-ordinate and lead projects.</b></li> <li>• <b>Implement changes within our control especially those with benefits for clergy support and wellbeing, e.g. insulating parsonages, PodPoints, within budget.</b></li> <li>• <b>Use reserves to support projects in schools, clergy housing and churches to reduce emissions.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Invest in new technology and conclude the programme with support from national church.</b></li> <li>• <b>Communicate the need for personal involvement in reaching net zero.</b></li> </ul>

## RISKS

22. All new approaches and plans involve some risk. Nationally, society is highly secular and, in many cases, far from the church. In some quarters, some of the church's theological positions are problematic. This means that for any Church of England strategy, gaining real traction is challenging.
23. In the case of Transforming Church Together, we have identified the following specific risks:
  - a. **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 we now need those independent parishes, schools and chaplaincies to continue to energetically contribute to a successful outcome.
  - b. **Can we connect and communicate well enough?** We must work hard to be more effective at connecting and communicating with the communities around us. Our actions, language, tone, and a desire to 'do with' rather than 'do for' are vital.
  - c. **Funding.** This strategy is based on assumptions about Parish Share, new ways to generate income, and inflation estimates. A shortfall in any of these areas will directly impact on the pace and depth of our transformation plans.
  - d. **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.
  - e. **Follow through.** It is essential that early energy and initiatives are followed through in order 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

24. 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.
25. In broad terms, over the next five years, we will:
  - a. Utilise national church investment when and where available.
  - b. Continue to pray, be thankful and work for increasing generosity of our parishioners, and improve our partnering and communicating with them.
  - c. Make some changes to the way in which we manage and invest our reserves to allow us to invest more into our mission.
  - d. Make changes to the composition of the Diocesan Support Staff; to shape it to deliver the strategy.

- e. 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).
  - f. Invest in activities that generate income, either alone, or with parishes, or with suitable public and private partners.
26. 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.

## CONCLUSION

27. 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.
28. 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 all we can to support you in this. We have so much good 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 Rev Vivienne Faull  
Bishop of Bristol

Annexes:

- A. Financial Strategy – Assumptions and Broad Financial Plan

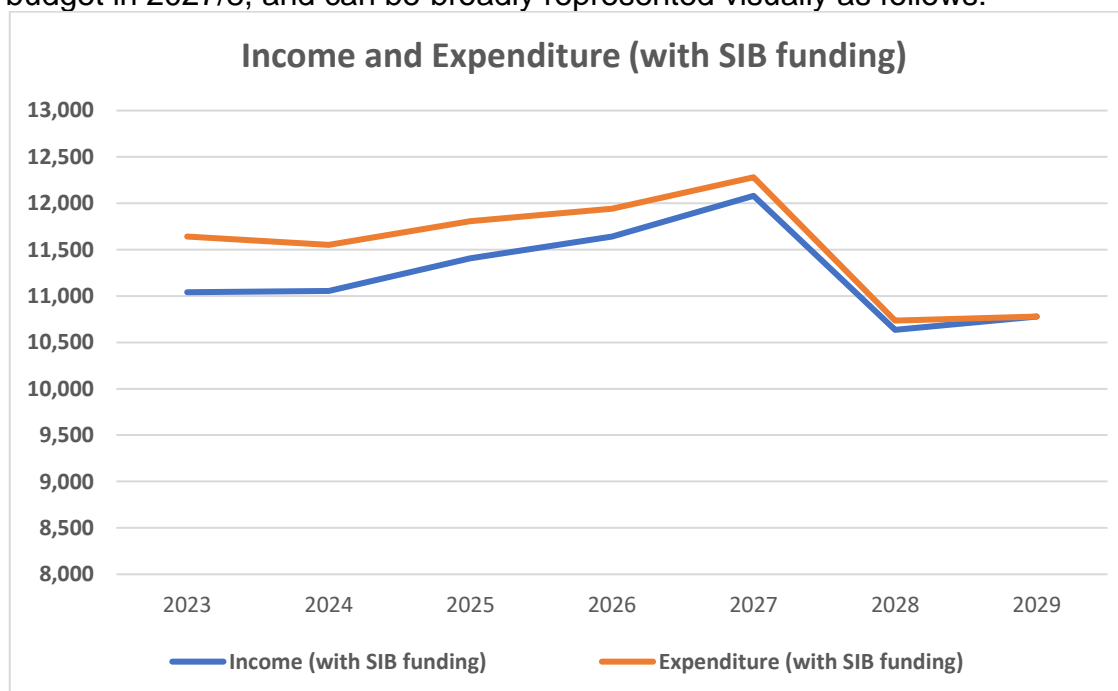


## ANNEX A – FINANCIAL STRATEGY – ASSUMPTIONS AND BROAD FINANCIAL PLAN

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

- Parish Share will be sustained (and grow with inflation)
- National church funding bids will add to the projections below and accelerate the rollout of new initiatives and delivery of planned activity. Reserves will be utilised for net zero in the early years
- 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 investment income)
- No change in national church apportionment

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



More granularity on the projections, assuming SIB funding, are shown below:

**INDICATIVE PROJECTIONS 2023-2030**

Baseline

<b>PROJECTIONS</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>INCOME</b>									
Parish Share	5,313	5,507	5,617	5,729	5,844	5,961	6,080	6,202	6,326
Grant income	1,711	1,428	1,442	1,457	1,471	1,486	1,501	1,516	1,531
Investment income	1,049	1,149	1,249	1,349	1,449	1,549	1,549	1,549	1,549
Other income	559	565	570	576	582	588	593	599	605
Strategic Transformation Funding (STF)	0	1,382	925	910	885	885	0	0	0
Strategic Development Funding (SDF)	0	600	600	600	600	600	0	0	0
Innovation Funding	0	83	83	83	0	0	0	0	0
New income - Non-Strategic Investment Board	0	100	300	500	700	900	900	900	900
<b>Total income</b>	<b>8,632</b>	<b>11,029</b>	<b>11,042</b>	<b>11,394</b>	<b>11,631</b>	<b>12,068</b>	<b>10,624</b>	<b>10,766</b>	<b>10,911</b>
<b>EXPENDITURE</b>									
Parish ministry	4,214	4,170	4,253	4,338	4,425	4,513	4,604	4,696	4,790
Future ministry - curates	1,205	1,117	1,055	1,033	1,053	1,075	1,096	1,118	1,140
Future ministry - ordinands and support	535	546	557	568	579	591	602	615	627
Property costs	1,559	1,575	1,590	1,606	1,622	1,639	1,655	1,671	1,688
Diocesan Support Services staff	1,210	1,052	1,077	1,102	1,128	1,154	1,181	1,208	1,236
Diocesan Support Services non-staff	719	676	683	690	697	704	711	718	725
National church	270	270	270	270	270	270	270	270	270
New initiatives - STF/SDF/Innovation fund		2,280	1,863	1,783	1,585	1,585	0	0	0
New initiatives - Non-Strategic Investment Board	0	158	410	623	792	961	829	697	664
<b>Total expenditure</b>	<b>9,712</b>	<b>11,843</b>	<b>11,757</b>	<b>12,013</b>	<b>12,151</b>	<b>12,491</b>	<b>10,947</b>	<b>10,992</b>	<b>11,140</b>
<b>NET INCOME BEFORE OTHER FUNDS</b>	<b>-1,080</b>	<b>-814</b>	<b>-716</b>	<b>-619</b>	<b>-520</b>	<b>-422</b>	<b>-324</b>	<b>-226</b>	<b>-228</b>
Other funds	12	12	12	12	12	12	12	12	12
<b>NET INCOME BEFORE TRANSFERS</b>	<b>-1,068</b>	<b>-802</b>	<b>-704</b>	<b>-607</b>	<b>-508</b>	<b>-410</b>	<b>-312</b>	<b>-214</b>	<b>-216</b>
Funding from DSF Capital Fund	200	202	204	206	208	210	212	214	217
<b>SURPLUS / (DEFICIT) BEFORE GAINS</b>	<b>-868</b>	<b>-600</b>	<b>-500</b>	<b>-400</b>	<b>-300</b>	<b>-200</b>	<b>-100</b>	<b>0</b>	<b>0</b>

