



CHICHESTER CATHEDRAL

Annual Review 2018/2019



Foreword

Welcome to the Cathedral's Annual Review for 2018/19 which describes in an accessible, insightful and pictorial manner something of the last year of our common life together. It has been a busy time and much has been achieved thanks to the commitment and hard work of our staff, volunteers, worshippers and supporters.

The Bishop's Visitation Charge of November 2016 gave us the opportunity to celebrate much of what we do well and consider how we could do other things differently in order to better equip ourselves to be 'the seat of the Bishop and a centre of worship and mission' (Care of Cathedrals Measure 1990). We have worked together with a wide range of stakeholders on formulating a Strategic Plan for taking us into 2023.

The report of the Cathedrals' Working Group into the governance of Cathedrals has occupied our minds, and we await the new Cathedrals Measure. This will have an impact on the governance arrangements of all Cathedrals, and we will need to consider how to implement it in a way which works well for Chichester Cathedral.

The huge task of renewing the Cathedral's roof covering and replacing it in lead continues, and the Restoration and

Development Trust is working hard to raise the money necessary to complete the project.

Alongside all the above, the Cathedral has ensured that its role as a place where the Gospel is proclaimed and lived, and a place of welcome and of invitation, continues to be at the heart of all we do.

I hope this Review encourages you to want to know more about the Cathedral and all we do to build up the household of faith in this place to be a place of transformation where our human experience finds its meaning in the unconditional love and compassion of God.

A handwritten signature in purple ink that reads "Stephen Waine". The signature is written in a cursive, flowing style.

The Very Reverend Stephen Waine
Dean of Chichester

Vision and Purpose

Through imaginative worship, inspiring music and art, engaging teaching and generous hospitality, we will be a place of transformation where our human experience finds its meaning in the unconditional love and compassion of God.

Our Values

Our vision and purpose are supported by our Christian values:

- **Openness, Honesty and Integrity** – in the way we conduct our common and individual life
- **Fairness, Justice and Compassion** – in our engagement with individuals and the structures of our society
- **Generosity** – in our judgements and our welcome

Strategic Goals

1. **A Cathedral for the City, Counties and Diocese** – to engage with and serve the needs of God's world
2. **Development of Worship** – to draw people into deeply transformative worship, rooted in our Christian heritage and nourished by energy and imagination
3. **Engagement and Learning** – to work in a spirit of inclusivity, openness and service
4. **Social Responsibility** – embracing environmental and social wellbeing
5. **A Sustainable Cathedral** – to achieve financial security and sustainability
6. **Good Governance** – to be accountable, responsible and robust

A Place of Worship and a Mother Church

Worship is the core of the life of the Cathedral, and its daily cycle of prayer has continued unbroken for 900 years. In addition to regular services, ministering to a regular congregation of several hundred, the Cathedral supports many local organisations and the mission and ministry of the Diocese of Chichester as a whole through its role as Mother Church.

Over the summer of 2018, the Cathedral hosted four special gatherings of pilgrims from each of the four archdeaconries as part of the Diocesan Year of Prayer, with additional parish pilgrimages throughout the year. 2018 also saw the installation of four new Canons, whose role is to represent the Cathedral across the Diocese and beyond, and two Canons of Honour (posts which celebrate ecumenical links). In October 2018 a Eucharist service was held to mark the retirement of the Archdeacon of Chichester, The Venerable Douglas McKittrick, and in May 2019 his successor, The Venerable Luke Irvine-Capel, was welcomed to his new post at a special service.

Other Diocesan events held at the Cathedral included a beacon event welcoming people from across the Diocese for the Archbishops'

Thy Kingdom Come prayer initiative at Pentecost, the ordination of 11 new deacons in June 2018, the licensing of Lay Readers in September, the commissioning of Authorised Lay Ministers in January 2019, and the commissioning of officers for the Diocesan Mothers' Union in March.

The Cathedral supports outreach to parish groups, who are encouraged to visit to experience and share in worship and are invited annually for tea and Evensong through the Parish Links programme. The Cathedral works with the Diocesan Education Department and continues to have a strong link with the Prebendal School, hosting school assemblies, four concerts per year, monthly eucharist services, and services for the beginning and end of term.



Other special services at the Cathedral included commemoration of the WW1 Armistice in November 2018, with a service of Remembrance and Reconciliation attended by veterans, civic representatives and ecumenical partners from France and Germany. The Cathedral also hosted Armistice themed concerts given by the Chichester Singers and the University



of Chichester, and the Cathedral bell ringers sounded as impressive as ever as they joined in the national 'Ringing Remembers' campaign. Other anniversaries marked with services in the Cathedral included the 100th anniversary of the formation of the Royal Air Force attended by cadets from the Sussex Wing of the Air Training Corp, and the 60th anniversary of the twinning of Chichester with Chartres in an Evensong service attended by the Mayors of both cities.

The Cathedral continues to offer welcome and hospitality to many local organisations, and special services and events included the Chichester District Scouts and Guides, the Royal Sussex Regimental Association, the Diocesan branch of the Royal School of Church Music, Stonepillow, Chichester University and many local schools and colleges.

In November 2018, Revd Canon Bruce Ruddock was installed as Custos of St Mary's Hospital and Chaplain to the Cathedral and in a change to recent practice, nave seating for Christmas carol services was completely un-ticketed, resulting in considerably higher attendance. For the second year the Cathedral held a Dementia-Friendly Carol Service, which was hugely popular. A Christingle service took place in February on the eve of Candlemas, celebrating the 50th anniversary of the introduction of the Christingle to the UK by The Children's Society.

The Cathedral's Day Chaplains scheme continues to provide welcome pastoral support to visitors to the Cathedral in addition to the Cathedral's daily office, and the Pebbles children's group, which meets during the Sunday Eucharist, continues to be popular.

'It retains a fantastic, authentic atmosphere of worship and reverence.'

'This is a place for peaceful worship where you can feel comfortable.' (TripAdvisor)



A Place of Music

The Cathedral attracts music lovers from far afield with its wide range of concerts and accomplished Cathedral Choir, which continues its dedicated work in support of the Cathedral's worshipping life. Typically, the choristers spend 18 hours each week rehearsing or singing services, alongside their academic curriculum.

In the summer of 2019 it was Chichester's turn to host the Southern Cathedrals Festival which celebrates the friendship between Chichester, Salisbury and Winchester Cathedrals. During this hugely popular event, sacred choral and organ music was presented both as concerts and within worship. The choirs of the three cathedrals sang in combination and individually,



while guest musicians performed in a variety of genres from English song to jazz. The Festival culminated in a packed performance of one of the great achievements of Western music, J. S. Bach's St John Passion.

To mark the centenary of the Armistice of 1918 the choir recorded a commemorative CD entitled 'Lest We Forget' sold in aid of Combat Stress, a

charity that supports the mental health needs of former service personnel. Tracks from the recording have been broadcast several times on Classic FM and Radio 3, and the disc climbed to number 11 in the iTunes Classical Chart. The project was made possible by a generous grant from Chichester Cathedral Friends.

November saw a further highlight when the choir was joined by colleagues from Salisbury and Winchester Cathedrals as well as the Bournemouth Symphony Orchestra, for a performance of Leonard Bernstein's Chichester Psalms in the centenary year of the composer's birth. Written in 1965, the piece had its first UK performance here as part of the Southern Cathedrals Festival. Attended by an



'By chance we arrived at Evensong. The music and singing sublime....'

(TripAdvisor)



audience of 850, this was an event of international significance. The conductor was Bernstein's student, the world-renowned Marin Alsop, and Bernstein's son travelled from the USA to attend.

The choir plays a role in the Cathedral's ministry to the Diocese: a schedule of visits to parish churches included St Nicholas's, Worth, Peacehaven, near Brighton, and St Richard's, Heathfield. Other external events included a concert in Beaulieu Abbey Church, a service at Chichester Guildhall to commemorate the founding of Priory Park, and participation in former Chancellor, the Very Revd Dr Anthony Cane's installation as Dean of Portsmouth.

The Cathedral's series of free lunchtime concerts continues to prove popular, featuring a wealth of renowned local, national and international musicians. Evening concerts from external promoters



included The Sixteen, who returned as part of their Choral Pilgrimage, and further concerts performed by the University of Chichester Symphony Orchestra and Choir, NMH, the Leconfield Singers, and Billingshurst Choral Society.

The Festival of Chichester saw a concert performed by Worthing Symphony Orchestra with Kosmos ensemble and guest saxophonist Jess Gillham, who would go on to perform at 2018's Last Night of the Proms, while the Chichester Singers and popular vocal group G4 both returned to the Cathedral for festive performances in December.



A Place to be Curious and Learn

A wide range of learning opportunities at Chichester Cathedral inspires people of all ages.

We welcomed over 10,000 people to learning events and activities, providing opportunities to engage with the Cathedral and its significance in ways appropriate to them.

A new Families and Young People's Officer was appointed to focus on delivering the Cathedral's community learning programme through innovative engagement and partnership working. We welcomed hundreds of

families to events and activities and we are increasing access for disadvantaged families who are the least likely to be engaging with the Cathedral already. This included a very well received Family Activities Day in the summer delivered with support from a number of our partner organisations. We have increased the number of key partners we work with to include Family Support Work, Home-Start, Food Banks, UK Harvest, Children and Family Centres, and West

Sussex Young Carers team. In addition, we work with the Bell Tower Drop-in for young people, and local charity for the homeless, Stonepillow.

The schools and colleges programme continues to flourish with an 8.5% increase in school visits. Our partnership with West Sussex Music grew with the Young Voices Festival, where 530 primary school children performed choral music. The popular Teacher Twilight training, delivered by the Cathedral School Friends Scheme, developed a much-needed focus on teacher wellbeing. Working with the University of Chichester, we delivered Night Cathedral for the second year running, an event to increase access to the Cathedral for University staff and students through performance, creativity and worship. Other highlights included a new workshop

'We learn something new, something precious each visit.'

(TripAdvisor)





for primary schools 'Time Team Special- Spire Collapse', delivered in partnership with the West Sussex Records Office.

Opportunities for learning through interfaith activity have developed significantly, as we deepen our relationships with local faith communities. Interfaith panel discussions included 'Muslims and Christians working together for the common good', an event organised by the Diocesan Interfaith Advisory Group. We also held a series of interfaith seminars delivered through our GCSE Religious Studies day for secondary schools; and visits for staff and volunteers to places of worship.

Highlights of the Adult Learning and Engagement programme included a specialist winter tour programme, 'Illuminating Chichester Cathedral'; the Chancellor's lecture series 'Narratives of Transformation'; the 'Live Better Together' programme

marking International Day of Peace; and the annual Biblical study day, on the theme of 'Learning with Luke'. The team has also continued to focus on delivery for vulnerable adults, including the very well attended Dementia Friendly carol service, and tailored activities for isolated adults visiting with Coastal West Sussex MIND and the Parkinson's Society.

A Hot Topic series explored peace and reconciliation with guest speakers including Kemal Pervanic. Kemal explored forgiveness from his unique perspective as a survivor of the notorious Omarska concentration camp. We were also delighted to welcome Kate Allen, Director of Amnesty International UK, who delivered a talk to mark the organisation's 70th Anniversary.

Connected with this theme we participated in the national Inspire project for young people, which culminated in a special School Friends Service exploring Remembrance and Peacemaking and the installation of the willow Spire of Peace for November 2018, an art commission by Two Circles Design who worked alongside local school children, young people and other members of the community to make over a thousand paper butterflies to surround the Spire.



The **Prebendal School** is the cathedral choir school for Chichester Cathedral and this special link allows the pupils to enjoy unrivalled performing opportunities and one of the grandest assembly spaces around! In 2018, the school unveiled a new outdoor classroom and amphitheatre. It also introduced the Pre-Senior Bacallaureate, and Quadrivium which is a programme of academic excellence for pupils in Years 6-8. The Prebendal Nursery continues to inspire the younger pupils while Year 8 students achieved a number of scholarships and awards to senior independent schools. www.prebendalschool.org.uk

A Place to Explore and Enjoy

The Cathedral welcomes over 250,000 visitors each year, coming from all corners of the globe. In its role as a visitor attraction, the Cathedral brings much needed footfall to the city and economic benefits too. The Cathedral actively supports a number of key regional partnerships to develop the local economy; working closely with Tourism South East, Visit Chichester, Chichester BID (Business Improvement District) and the Chichester Vision.

The grassed area inside the Cloisters, known as 'Paradise', was opened to visitors, initially on a trial basis. The trial was successful but the presence of scaffolding is currently limiting the opportunities to open the area to the public. New 'tap to give' terminals were trialled during 2018, enabling visitors to make donations more easily,



and were effective enough to be retained at the end of the trial. We will continue to look for ways to encourage visitors to make donations when they visit to better support the Cathedral. The Cathedral's accessibility also benefited from a new ramp in the South Aisle, making the rise easier to negotiate and opening up the uninterrupted view down the South Aisle.

The Cathedral Library enjoyed a year of innovation supported by a new team of Library Volunteers and was made more accessible to the public by opening for visits on two half-days each month. Over 200 people were welcomed during the year.

An exciting project to build a new website for the Cathedral culminated in late 2018.





'The feeling of timelessness fills the entire space and there is much to enjoy' (TripAdvisor)

The new website combines information about the Cathedral, Friends, Restoration and Development Trust and Cathedral Enterprises in a single portal with a fresher, more contemporary look enhanced by beautiful new photography. The intuitive menu structure enables visitors to travel easily throughout the site offering a more user-friendly experience, and the site is also fully responsive, adapting to mobile phones and tablets.

New content was created especially for the site; examples include a section specifically for Families, pages explaining the Eucharist and Evensong, several pages devoted to Exploring Christianity, and an interactive Cathedral Plan picking out highlights and encouraging visitors to explore the entire Cathedral Close. Further content is being added all the time, with sections

on the Cathedral's Art and Heritage added for 2019. New templates are also being created in order to relaunch the Cathedral's e-newsletters and provide more regular news and updates. Digital development never stops and we look forward to building on these solid foundations, including increasing the Cathedral's communications through social media.

Much work took place behind the scenes to gather the input and broad support which made this project possible, and it was generously funded by the Cathedral Friends. The new site is now an engaging and comprehensive resource for both existing and new audiences, reflecting the full breadth and dynamism of the Cathedral's life and work.



A Place for the Arts

Chichester Cathedral's permanent artworks and temporary exhibitions are an enriching part of our visitors' experience and a meaningful addition to the Cathedral's spiritual offering – engaging visitors in often unexpected ways...

'Each installation definitely has a powerful meaning of self-reflection...Thresholds is truly a unique exhibition'

Thresholds

22nd June – Sunday 30th September 2018

This striking exhibition, by the international sculptor Diane Maclean, invited visitors to pause at a series of thresholds and explore the potential for transformation and making crossings in their own lives. A collection of five large-scale sculptures were placed both inside and outside of the Cathedral incorporating light, reflection, colour and movement. Diane's extraordinary sculptures included Circle of Light where visitors were able to enter a circle of steel columns and be bathed in a sanctuary of light. The title piece, Thresholds, offered three stainless steel portals, or doorways, gesturing to a mysterious journey.





Ex Voto

1st March –23 April 2019

Ex Voto comprised an intriguing and atmospheric exhibition of black and white photographs exploring expressions of pilgrimage at a number of holy sites. With images by Alys Tomlinson, Sony World Photographer of the Year 2018, the photographs explored different aspects of Christian pilgrimage at Lourdes, France; Ballyvourney, Ireland and Grabarka, Poland. 'Ex-Voto' are offerings, left by pilgrims as signs of gratitude, hope and devotion, creating a tangible narrative between faith, person and the landscape.

Thirty images of different sizes were displayed throughout the Cathedral on the walking route, leading visitors on a trail of photographic discovery echoing the trails made by pilgrims themselves.

Star of Bethlehem

22nd November 2018 – 3rd February 2019

A spectacular laser Star of Bethlehem, by innovative coding artist Jayson Haebich, was projected in the Cathedral Nave. The star was produced using two laser projectors set high up in the Cathedral's triforium which formed a morphing geometric shape that moved slowly and gracefully across a transparent mesh. A haze machine emitted a fine mist, transforming the installation into a three dimensional floating star, creating a mystical spectacle. Visitors were given the opportunity to influence this artwork; a tablet located at ground level enabled them to play with the palette of colours and move the lasers to shape their own Star of Bethlehem.



A Place of Community

Cathedrals should be expansive, inclusive and generous places, and this year we sought to share Chichester Cathedral with a wide range of people and causes.

Led by the Learning and Engagement Team, several partnership projects were developed with the aim of providing activities that are relevant and meaningful to participants, many of whom have had no contact with the Cathedral in the past. For example:

- Working with West Sussex Young Carers to create learning opportunities that connect young carers with each other and with the life of the Cathedral. A strand of this project has involved the Cathedral's charitable partner UK Harvest in delivering workshops in the kitchen of 4 Canon Lane highlighting the importance of a healthy diet and cooking nutritious meals.
- Working with Chichester Diocesan Association for Family Support Work to engage with deprived families living across the Diocese of Sussex, ensuring our family activity programme is accessible to all.
- Working with Home-Start, Food Banks, Children and Family Centres in support of our family activities programme.
- Agreeing a three year partnership with the Cathedral's charitable partner Stonepillow, to plan a pilot programme of learning activity for clients and residents of the Chichester hub and hostel, delivered from Summer 2019.
- Working with the Bell Tower Drop-in for young people, to maximise the use of this venue for other young people's groups locally including the National Citizen Service initiative.
- A partnership between the Cloisters Café and Foxes Academy, a specialist college which offers young adults with learning disabilities tuition in hospitality and catering.

'Beautiful and much-cherished centre for faith and community'

(TripAdvisor)



The Cathedral's green provided space for a number of campaigns, not least the flourishing Festival of Chichester which is held each summer. Two events on the green followed a 'food' theme in 2019 with both UK Harvest and West Sussex County Council running food waste awareness events. In September, an intriguing sculpture – a sandpaper bed – appeared on the green; a piece by the artist Hamish Pringle as part of a campaign to end 'bed blocking'. Each October Stonepillow rallies hardy supporters for a sleep out, raising funds and awareness to combat homelessness – the charity also celebrated its 30th Anniversary in September 2019 with an event in the Bishop's private garden followed by a service in the Cathedral.

The Dean and his wife, Lizzie, made an impassioned plea for the environment by living a 'Lent Without Plastic', blogging their experiences online. The Cathedral also supported Earth Hour by switching of its floodlights, joining nine million people throughout the UK in a symbolic show of solidarity for the planet.

2018 – 2019 has been a year of some change within our structure. The overall objective has been to ensure we have the right positions in place to support the Cathedral's future priorities and support it in its mission, resulting in some restructuring within our Enterprises, Marketing and Visitors, and Estates teams, some new roles and also some goodbyes to long-serving staff who we wish well for the future.



The Cathedral Chancellor, Canon Dr Anthony Cane, was named as the Dean of Portsmouth in early 2019, marking the beginning of a new chapter for our colleagues along the coast. We also saw the retirement of Dr Jean Bradley as Treasurer of the Stewardship Committee, whose scheme enables regular financial giving to the Cathedral. Chapter was delighted to welcome a new lay member Katherine Prior from St Mary's Church in Brighton.

An increasing priority is the support and development of our volunteers. We continue to rely on the invaluable commitment that they make and the new Volunteers Committee is working towards improved processes for recruiting, training and retaining volunteers, and a more consistent approach to management.

Finally our extended avian community – the peregrine falcons who nest each year in the Cathedral turret – have continued to successfully raise their chicks!





Safeguarding Our Built Heritage

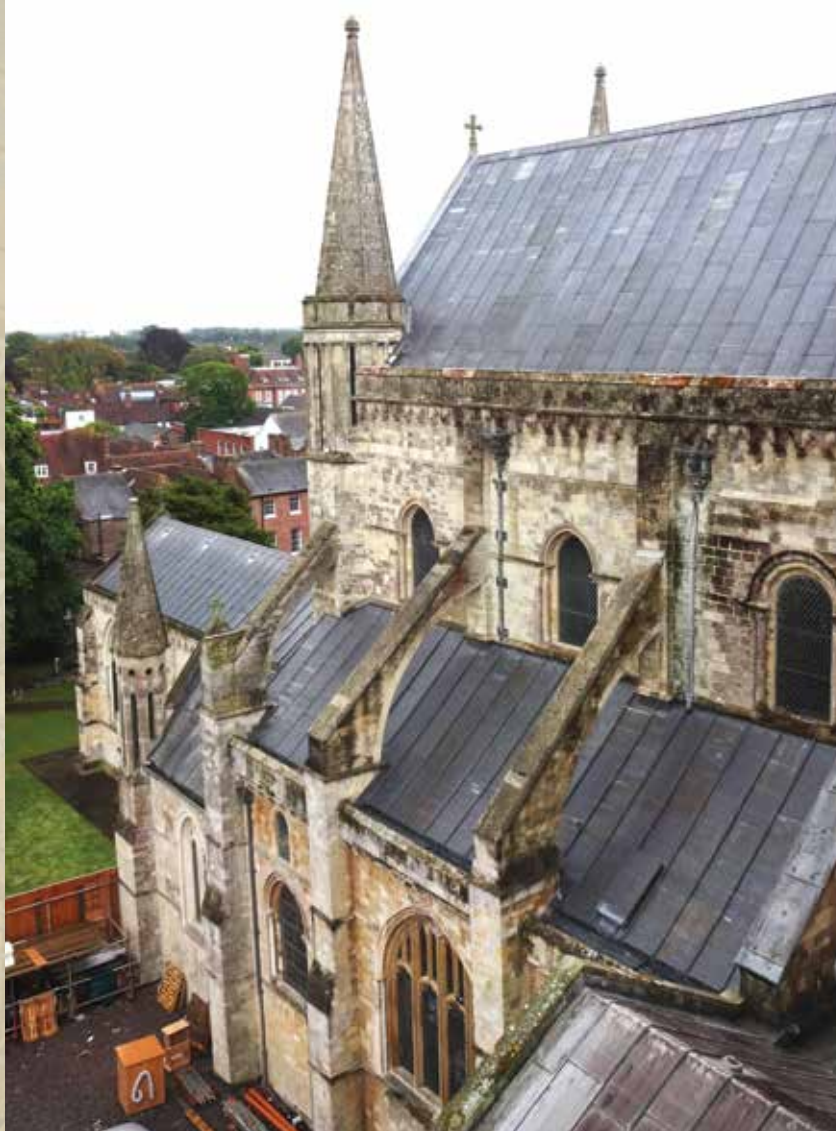
The majestic Cathedral is over nine centuries old and displays architecture from every age since its foundation. Chichester Cathedral is located within its historic Cathedral Close, where a number of other listed properties need our care and conservation. This heritage brings sizeable responsibilities and we rely on specialist expertise, and constant fundraising, to ensure that future generations can enjoy the many treasures of this unique quarter of the city.

The Surveyor of the Fabric, Mr Antony Feltham King, presented the report of his first Quinquennial Inspection in early 2019. The overall tone was positive, with the majority of major issues (e.g. high roofs, Bell Tower) already known. Other areas highlighted as needing attention in the short or medium term include the failing flat roof above the extension to the North Transept (which formerly housed an electricity substation), and the tiled roofs of the West and South Cloisters.

Following endorsement by Historic England and the Society for the Protection of Ancient Buildings (SPAB), we saw the completion in November 2018 of the first part of large project to replace the Cathedral's leaking copper roofs. The Quire and Presbytery are now re-roofed with lead, the Cathedral's original roof covering. Works were completed under budget

and included essential repairs and replacement to elements of the historic oak timbers within the roof, although the timber damage was less extensive than had been feared. The project has also introduced a floating valley rainwater gutter system that provides a ventilated barrier between rainwater routes and the fabric of the building. This has been done in conjunction with a concealed ridge vent system to ensure the roof space remains properly ventilated, ensuring the right environment to protect the roof and timbers for generations to come. At time of writing the second project phase – Transepts and Lantern Tower – is nearing completion and remains on budget and on time for a late-2019 finish.

Within the Cathedral itself the two Romanesque reliefs - one of them showing the meeting of Christ, Mary and Martha in front of the gates of Bethany, and the other showing the



raising of Lazarus - received specialist conservation and cleaning. Work was completed by November 2018 at which time new, low profile lighting was installed to highlight each.

A further project upgraded the existing microphone and recording system which had proved increasingly problematic. The improved system provides clear and balanced sound throughout the Cathedral.

In the Cathedral Library matching book cases and cabinets were designed to replace the existing metal cupboards and failing chipboard table top cabinets. The new units provide essential additional book storage capacity and lockable fire resistant storage space.

The Cathedral's Estates Team has been busy with the introduction of a new five year cyclical painting and decorating program which



was dovetailed with several smaller projects to address some critical building fabric issues, including replacement of a lead concealed flat roof and sash window to the Residentiary and replacement floor and beams to 5 Canon Lane. Works were also undertaken to clear and re-purpose an area adjacent the Residentiary to create three additional and much needed parking spaces.

Other work in 2018 included the re-roofing of Vicar's Hall with improved insulation and new clay peg tiles. Alterations to 1 St Richards Walk provided four flats from the two vacant properties, generating increased rental capacity from the property to support the Cathedral in its mission. Similarly, 23a South Street was refurbished to a high standard in order to create a holiday let, to be followed by 2 St Faiths, which returned to the Cathedral's ownership in summer 2018 and will re-open as a holiday let in Autumn 2019 after extensive structural works and re-decoration.

Chichester Cathedral Restoration & Development Trust

The Restoration and Development Trust is Chichester Cathedral's fundraising arm; raising vital funds to repair and restore the Cathedral structure and fabric, while also supporting projects that develop its life and work. The Trust was formed in 1980 and since then has raised money for the restoration and development of Chichester Cathedral, other buildings within its precincts, its music foundation, its learning and engagement offering, and other charitable objects and activities undertaken by the Chapter.

The past year saw the continuation of the appeal to raise the estimated £5.8 million required to re-cover the Cathedral's roofs. The appeal is fortunate to have Dame Patricia Routledge as its Patron and, speaking at its launch, Dame Patricia expressed her support for this vital project saying: 'This is a very important appeal because it concerns everybody in the wider community. It's our history, it's our heritage and it's our meeting place.'

Another stunning and successful Festival of Flowers, the Trust's major fundraising event, saw approximately 14,000 visitors welcomed to the Cathedral in summer 2018, involved around



700 volunteers and, importantly, raised over £180,000. This was the twelfth biennial festival and we were delighted to have Emma Bridgewater as its Patron. Significant income was also received for the Roof Appeal from the Garfield Weston Foundation, the Julia and Hans Rausing Trust (on behalf of Helen, Lady Broughton), the Dulverton Trust and the Golden Charitable Trust, with notification of grants from the Steel Charitable Trust and the Sussex Historic Churches Trust. Income was received from Chichester District Council and the Bassil Shippam and Alsford Trust towards the Cathedral's important Learning and Engagement activity.

The Trust's continuing fundraising efforts allowed for the provision of over £1.4 million to Chapter enabling a number of significant projects during the year,



including: the roof restoration, the re-tiling and repair of the Vicars' Hall roof, and contributions to Learning and Engagement work with young people and families as well as enabling opportunities for talented young singers irrespective of their financial circumstances. Support is received from individual donors, legacies, charitable trusts and fundraising events.

Chichester Cathedral Friends



Chichester Cathedral Friends (CCF) is a registered Charitable Incorporated Organisation (CIO) which exists to support the ministry and mission of Chichester Cathedral. CCF provides one of many ways for people to become involved with and contribute to the life and work of the Cathedral. The charity is managed and run by volunteers and has approximately 1350 members who come from the Cathedral congregation, the city, the Diocese and beyond. CCF organises social, cultural and educational events and funds a wide variety of projects, large and small, in response to requests from the Cathedral Chapter. The main sources of income are annual membership subscriptions, unsolicited donations, proceeds from events and occasional legacies.

The summer of 2018 saw celebrations begin to mark the 80th anniversary of the CCF and a varied schedule of events was offered for all to attend. These included the launch of the Choir's latest CD 'Lest we Forget', an inaugural CCF Quiz evening, a Bach concert in the Cathedral and the Christmas Fair. The events continued into 2019 with the ever-popular Epiphany lunch and a talk by the Dean of Exeter at the AGM. The CCF were proud to be sponsors of the very successful Southern Cathedrals Festival held in Chichester in July and pleased to provide a warm welcome to the many hundreds of people who attended associated hospitality events that were held in the CCF marquee in the Deanery gardens.



'... the whole place feels incredibly welcoming and relaxed.' (TripAdvisor)

Chichester Cathedral Enterprises Ltd

Chapter solely owns Chichester Cathedral Enterprises Ltd (CCEL) which undertakes commercial activities to support the Cathedral in its mission through the Cloisters Café, Cathedral Shop, Vicars Hall, 4 Canon Lane and other venues located within the Cathedral Close.



In early 2018, CCEL faced some significant issues, with falling footfall and increased food prices placing a strain on its profitability which led to a significant deficit result being reported in 2017/18. Significant steps were taken to change the position, including a restructuring exercise following a detailed analysis of cost and profit margins. The team spent time considering and consulting on the changes that eventually took place, which sadly led to the departure of some members of staff.

A phenomenal venue for our son and daughter-in-law's wedding reception'
(TripAdvisor)





Bedroom at 4 Canon Lane



Lounge at 2 St Faith's



View from 2 St Faith's

Alongside these changes, the team also managed some other challenges, not least the temporary closure of Vicars' Hall to enable the restoration of its historic roof, and a comprehensive refurbishment of 4 Canon Lane with the temporary closure of bedrooms, meeting rooms and hospitality spaces. This work was concluded by the end of 2019, marking the beginning of a new phase in the life of this special and historic property.

The outcome for 2018/19 was an improved trading year as CCEL

made a profit of £19,395 for the year to March 31st 2019. Whilst a pleasing turnaround from the previous year's loss there remains plenty of potential to improve the

position further, but early signs from the next financial year are very positive.

Financial Review 2018/2019

The financial statements referred to in this summary review are those covered in the Cathedral's Annual Report and Accounts for the year to 31 March 2019, available on the website and from the Cathedral office. The consolidated accounts include the Cathedral and its wholly owned subsidiary Chichester Cathedral Enterprises Ltd (CEEL), but not the Chichester Cathedral Restoration and Development Trust or the Chichester Cathedral Friends, which exist as separate charitable entities.

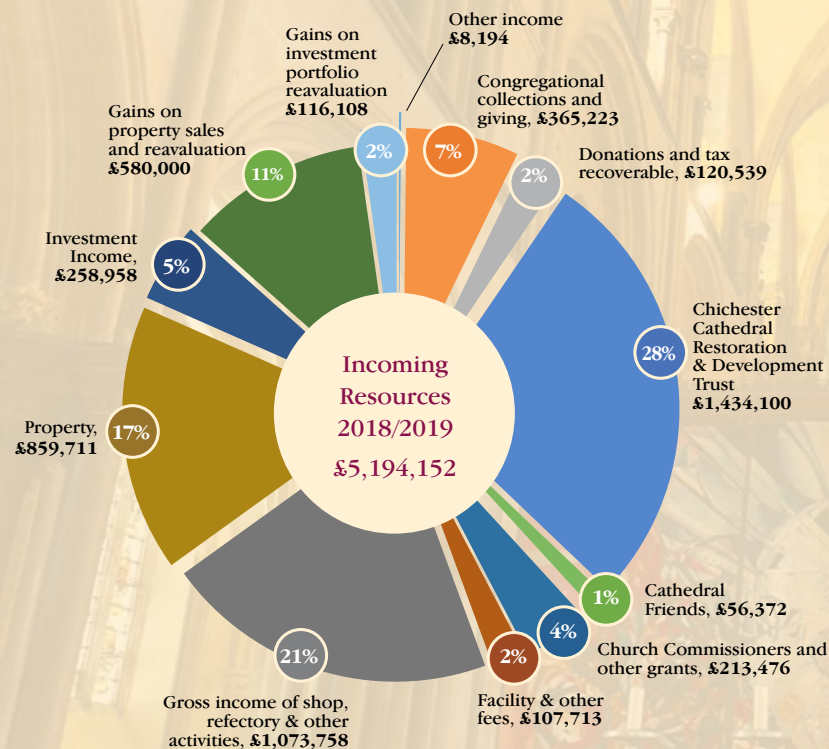
Total income from all activities during the year across the Cathedral's Unrestricted, Restricted and Endowed Funds, after gains and losses on property and investments, amounted to £5,194,152.

Recent years have seen a strong focus on ensuring the Cathedral's financial wellbeing as Chapter pursues its objective of ensuring that the Cathedral is financially sustainable by reducing its operational deficit. This work will continue across all areas with particular attention on the Cathedral's property and its capacity to generate income to support Chapter's broader objectives. The main focus remains the Cathedral's unrestricted fund, and Chapter was pleased to report that this year this showed a surplus of £26,853 before gains and losses on investments and property. This small operating surplus is the outcome of

substantial work by the Cathedral's senior management – including the CCEL team - and the valued support of the Restoration and Development Trust which has increased its focus on supporting the Cathedral's annual costs in the delivery of its mission.

After gains and losses on investment and property, the unrestricted fund had a surplus of £327,053. Some of this related to gains on investments of £55,200, but most was due to a gain on property investments of

£245,000 arising from the sale of the freehold of a property in Mitcham. This property was an anomaly in Chapter's property portfolio - the vast majority of which is in and around the Cathedral Close. The majority of the cash from this sale was re-invested in the purchase of 2 St Faiths in the Cathedral Close, the leasehold of which was sold in the 1980s. Following refurbishment this is being made available as a holiday let.



Investment elsewhere in the property portfolio saw various improvements, including the creation of new flats at 1 St Richard's Walk. These contributed to an operating deficit in the endowment fund of £143,203 but an overall surplus of £194,187 after the properties were re-valued. The Restricted Funds showed a deficit before gains and losses of £42,001 and an overall surplus of £16,517.

Overall, after unrealised gains and losses from investments and property are added to the operating surplus/

deficits, the surplus across all funds was £537,757. As previously explained, much of this figure related to accounting gains, often on investments which can rise as well as fall. This surplus is likely to reverse in the current financial year as the property portfolio is further re-purposed and upgraded to generate greater income for future years. While the Cathedral's financial operating position is improving the situation remains difficult and maintaining a balanced budget will continue to be a challenge.

Grants and Donations

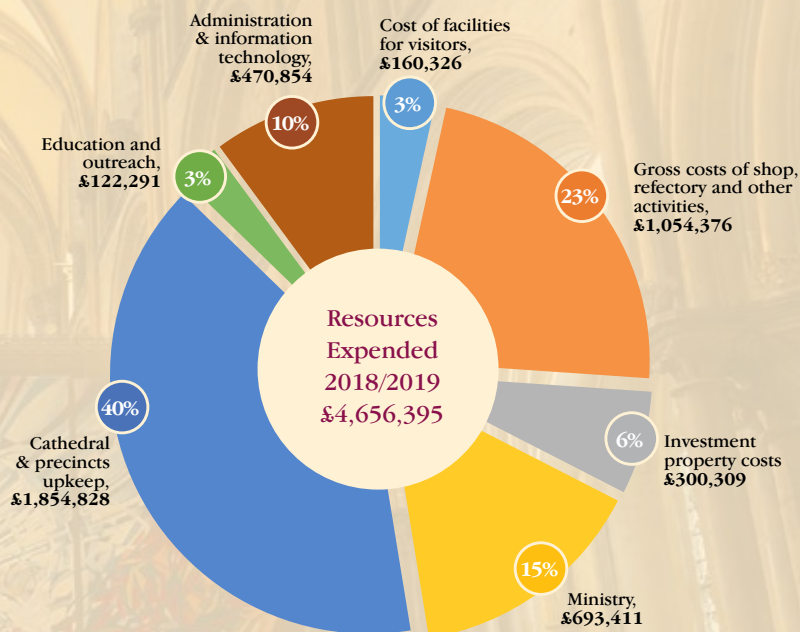
Chichester Cathedral has again been very fortunate during the year to receive a number of grants and donations from individuals and organisations, including the Chichester Cathedral Restoration and Development Trust, Chichester Cathedral Friends, the Church Commissioners, Allchurches Trust, The Home Office, Paula Day and the Pallant Trust. The Cathedral is extremely grateful for all the donations it receives including from its many regular donors through the Stewardship Scheme.

Chapter Funds

As at 31 March 2019 the funds held by Chapter maybe summarised as follows:

Unrestricted	£14,982,717
Restricted	£5,762,035
Endowment	£21,059,787
Total	£41,804,539

This compares with total funds at 31 March 2017 amounting to £41,266,782



Looking Ahead– 2019/20

Within the context of its strategic plan, the Cathedral makes shorter term annual plans that represent steps towards its strategic goals, linked to its budget for the coming year and longer term financial forecasting.

The Cathedral will continue to work closely with the Diocese of Chichester to ensure that the Cathedral joyfully fulfils its role as the mother church of the Diocese whilst offering outstanding music and liturgy. Long-term work on the recruitment of choristers will continue, with the choir reaching its full strength of 18 for the first time in some years from Autumn 2019. The successful music outreach work with West Sussex Music will also continue.

The development of partnerships will remain a focus elsewhere, notably Sussex Family Support Work, Stonepillow, UK Harvest and the many partners working to deliver the Chichester Vision, including Chichester District and City Councils and West Sussex County Council.

Significant property plans in 2019/20 include the re-location of the Cathedral's Finance Team and Cathedral Friends office volunteers from the 'Treasury Building' to the main offices in The Royal Chantry. Proposals are being brought forward to convert the building into apart-hotel suites to add to the Cathedral's income-generating hospitality offering, managed by Chichester Cathedral Enterprises Ltd. The hospitality opportunities



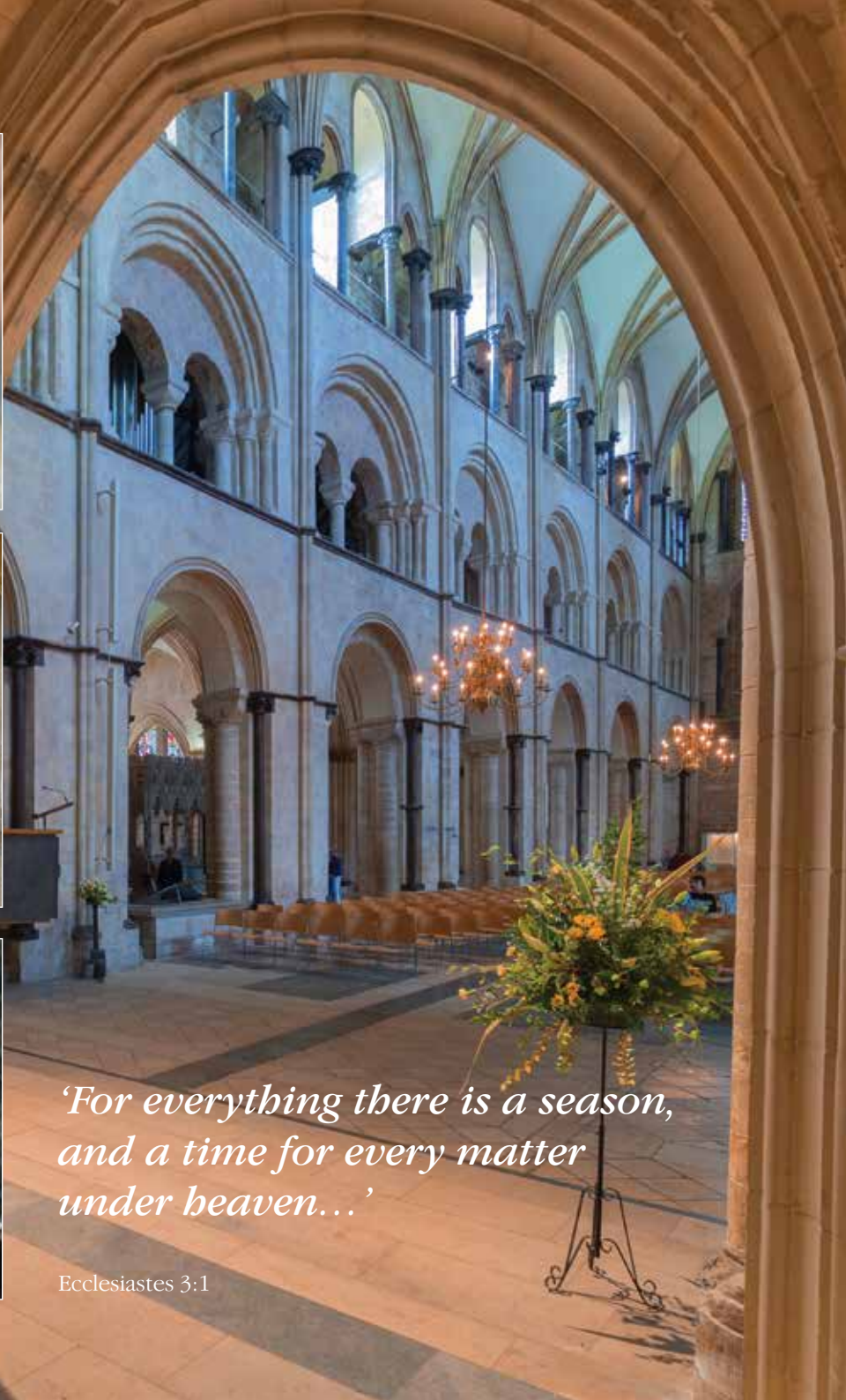
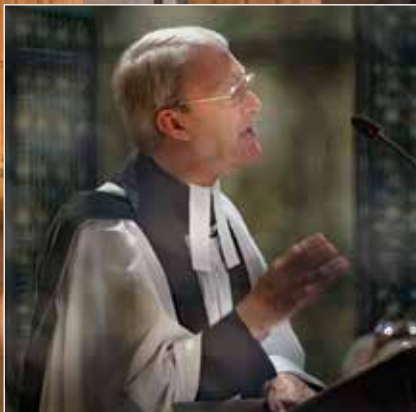
are further expanded by the substantial refurbishment of 2 St Faith's – newly returned to Cathedral ownership –to make it available as a four bedroom holiday home. The major project to replace the Cathedral's High Roof continues, with the completion of phase two (transepts and lantern tower) and planning towards the final, and largest, phase (the nave) which will take place in 2020/21 if funding can be secured. Chapter will also investigate the potential for new toilet facilities in the existing extension off the North Transept to enhance its welcome and facilities for visitors.

An events programme will mark International Day of Peace in September 2019 and promote interfaith understanding, including a new 'Recipe for Peace' event in partnership with the Quakers, UK Harvest and

other local organisations. The Cathedral will also plan and seek funding for a programme of engagement for vulnerable and isolated older adults, building on relationships with local organisations including Coastal Mind and the Alzheimer's Society. The Learning and Engagement team will continue to deliver its three-year plan of work to engage Families and Young People with the Cathedral, and also support the launch and delivery of the 'Our City' initiative through partnership with Chichester District Council, increasing the confidence and safety of vulnerable adults moving around the city and using local services.

The Cathedral will install its new Chancellor, Revd Dr Dan Inman, in October 2019. We look forward to Dan beginning his ministry and playing his own part in shaping our future plans.





*'For everything there is a season,
and a time for every matter
under heaven...'*

Ecclesiastes 3:1

The Cathedral Chapter:

Dean	The Very Reverend Stephen Waine
Precentor	The Reverend Canon Timothy Schofield
Chancellor	The Reverend Canon Dr Anthony Cane (until Feb 2019) The Reverend Canon Dr Dan Inman (from Oct 2019)
Treasurer	The Reverend Canon Stephen Ferns
Prebendary of Ferring	The Reverend Canon Simon Holland
Lay Member	Ms Katherine Prior (from Sept 2018)
Lay Member	Mr Simon Bell
Communar & Executive Director	Mr David Coulthard

Chairman of the
Cathedral Council

Mr Harry Goring

Cathedral Staff

Mr Charles Harrison	Organist and Master of the Choristers
Mr Richard Paterson	Liturgy and Music Administrator
Mr Howard Waddell	Head Verger
Mr Andy Wright	Head of Estates
Ms Amy Sim	Cathedral Enterprises Ltd General Manager
Mr Mike Titley	Head of Finance
Mrs Debbie Atlee	Chapter Secretary
Ms Val Tamlin	Human Resources Manager
Ms Ruth Poyner	Head of Communications, Marketing and Visitor Services (until June 2019)
Mrs Cynara Davies	Head of Learning and Engagement

Other Cathedral Officers

Chapter is also supported by various other external Cathedral Officers:-

Mr Michael Moriarty	Sub-Treasurer
Mr Antony Feltham-King	Surveyor of the Fabric
Mr Mark Taylor	Consultant Archaeologist

Cathedral Deacon	The Reverend Ish Smale
Cathedral Deacon and Prebendal School Chaplain	The Reverend Dr Irene Smale



Thank you

Chichester Cathedral relies on the generosity and hard work of many - our worshipping congregation, our volunteers, our lay staff, our friends, our partners and more. All these people give much-needed money, time, skills and love, and we are hugely grateful to them all.

May grace and peace be yours in abundance' 2 Peter 1:2

Get involved

Cathedral life offers many opportunities to get involved – you could join us at a service, become a volunteer, join the Friends and expand your social life, or support a project that particularly inspires you. If you would like to know more then please do get in touch.

CHICHESTER CATHEDRAL

**Chichester Cathedral, The Royal Chantry Offices, Cathedral Cloisters, Chichester, West Sussex PO19 1PX
Telephone: 01243 782595 • Email: info@chichestercathedral.org.uk • www.chichestercathedral.org.uk**

 @ChiCathedral  ChichesterCathedral  Chichester Cathedral Channel  @ChiCathedral