

PREFACE

You will find attached the Annual Report and Audited Accounts for the financial year ending 31 March 2014.

These have been produced in accordance with the requirements for Accounting and Reporting by English Cathedrals, prepared for the Association of English Cathedrals, and specified by the Church Commissioners, under Section 27 of the Cathedrals Measure 1999.

This year's reporting format broadly follows that of last year with minor changes in the light of experience.

A copy of the requirements may be read in the Cathedral Office in the Royal Chantry.

N. T. Schofield

The Reverend Canon Tim Schofield
Precentor (Acting Dean)
Chichester
July 2014

CHICHESTER CATHEDRAL

ANNUAL REPORT, AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2014

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MISSION, AIMS AND STRATEGIC PRIORITIES

The Mission of the Cathedral

The Cathedral Church of the Holy Trinity in Chichester exists to provide a seat for the Bishop of Chichester in order to be a centre of worship and mission.

AIMS OF THE CATHEDRAL COMMUNITY

- To assist the Bishop in proclaiming God's love towards the world by his sacramental, pastoral and teaching ministry.
- To celebrate the sacraments and the daily prayer of the Church, to care for one another and to witness to God's love towards the world.
- To allow the building to speak of God's love towards the world both in the past and in the present.

CHAPTER'S SEVEN STRATEGIC PRIORITIES¹

1. Continue to establish a centre of excellence in order to provide an inspiring place of worship and proclamation.
2. Continue to provide capability to teach the Christian gospel in order to spread the word of Christ.
3. Continue to provide pastoral care and welcome for all involved in the life of the Cathedral.
4. Continue to encourage visitors and worshippers to the Cathedral to share the gospel message.
5. Continue to be an instrument and focus of unity amongst all traditions and denominations.
6. As a body corporate be an example of godly living to everyone.
7. Husband resources effectively to sustain and renew the life of the earth and for the benefit of the community.

STRUCTURE AND MANAGEMENT (GOVERNANCE)

CONSTITUTION AND STATUTES

The Cathedral is governed by the Cathedrals Measure 1999 and its resulting Constitution and Statutes that came into effect in September 2000. The Constitution and Statutes require that any person or body having functions under these instruments shall have due regard to the fact that the Cathedral is the seat of the Bishop of Chichester and a centre of worship and mission.

The authorities in this section each have a specific role in the governance of the Cathedral.

¹ Chichester Cathedral Strategic Priorities (2013 – 2018) dated October 2013.

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THE CHAPTER OF THE CATHEDRAL

The Cathedrals Measure 1999 requires that it shall be the duty of the Chapter to direct and oversee the administration of the affairs of the Cathedral having regard to the views of the Bishop, the College of Canons and the Cathedral Council and in particular to:

- Order the worship and promote the mission of the Cathedral.
- Formulate, after consultation with the Bishop, proposals in connection with the general direction and mission of the Cathedral and submit them to the Council for its advice.
- Prepare an annual budget for the Cathedral.
- Submit to the Council the annual report and audited accounts prepared by the Chapter and such other reports as may be requested by the Council on any matter concerning the Cathedral.
- Submit to the College of Canons the annual report and audited accounts prepared as aforesaid.
- Keep under review the Constitution and Statutes of the Cathedral.
- Manage all property vested in the Cathedral and the income accruing from it and, in particular, ensure that the necessary repairs and maintenance in respect of the Cathedral and its contents and other buildings and monuments are carried out.
- Perform such other functions as may be prescribed.

The Chapter is also responsible under the requirements laid down by the Church Commissioners under the powers given them by Section 27 of the Cathedrals Measure 1999 for:

- Preparing and publishing an annual report and audited accounts which give a true and fair view of the financial activities for each financial year and of the assets, liabilities and funds at the end of each financial year of Chichester Cathedral and its connected entities.
- Stating that they have complied in all material respects with the guidelines on the subject prepared by the Association of English Cathedrals or describing which recommendations have not been complied with and giving reasons for non-compliance.
- Selecting suitable accounting policies and then applying them consistently.
- Making judgements and estimates that are reasonable and prudent.
- Keeping proper accounting records from which the financial position of the Cathedral can be ascertained with reasonable accuracy at any time.
- Safeguarding the assets of the Cathedral and taking reasonable steps for the prevention and detection of fraud and other irregularities.

A list of Chapter members is at Appendix 1.

A list of the Chapter Members' portfolios is at Appendix 3.

A list of the Cathedral Managerial Staff is at Appendix 15.

A list of Volunteer Section Heads is at Appendix 16.

THE CATHEDRAL COUNCIL

The Cathedrals Measure 1999 requires that it shall be the duty of the Council to further and support the work of the Cathedral, spiritual, pastoral, evangelistic and ecumenical, reviewing and advising upon the direction and oversight of that work by the Chapter and in particular to:

- Consider proposals submitted by the Chapter in connection with the general direction and mission of the Cathedral and to give advice on them to the Chapter.
- Receive and consider the annual budget of the Cathedral.
- Receive and consider the annual report and audited accounts.

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- Consider proposals submitted by the Bishop in connection with the Constitution and Statutes of the Cathedral with a view to their revision.
- Consider representations submitted by the College of Canons.
- Consider proposals submitted by the Chapter in connection with the Constitution and Statutes of the Cathedral with a view to their revision.
- Perform such other functions, which are not exercisable under the Measure or the Constitution and Statutes by another body, as may be determined by the Council, the Chapter and the Bishop jointly.

The Chairman is a lay person, not a member of the Chapter, appointed by the Bishop after discussion with the Chapter. The Dean is a member 'ex officio' and the Chapter elect three of their own members. The Cathedral Community and the College of Canons each elect two members. Eight members are elected by the Bishop and the Chapter jointly to ensure that the Council reflects local, Diocesan, ecumenical and national interests, but with special consideration being given to: the Chairman of the Cathedral Trust, the Chairman of the Fabric Advisory Committee, the Chairman of the Finance Committee and representation from the Bishop's Council. The Communar acts as secretary to the Council.

The Bishop, as Visitor, is invited to attend as an advisor and non-voting member.

The Council is therefore both an advisory and consultative body and it has been meeting twice a year since its inauguration in January 2001. During the period of this report the Council has met to be briefed and to discuss a range of topics which have included:

- Reviewing the Chapter's annual report and commenting on the wide range of Cathedral activities contained therein.
- Considering the Accounts for 2012/2013 and the Budget for 2013/2014.
- Receiving briefs from the chairmen of the various Cathedral committees.
- The Dean's selection process.

Chapter was grateful for the interest shown and advice offered by Council members in the work of the Cathedral and greatly appreciated their ability to present knowledgeably the Cathedral's case in the wider Diocese. The Council's assistance in formulating Chapter's development plan is invaluable.

The members of the Cathedral Council are listed at Appendix 4.

THE COLLEGE OF CANONS

The College of Canons is formed from the Dean, Residentiary Canons, Lay Members of Chapter, the Bishops Suffragan, the Archdeacons, thirty-one Prebendary Canons and up to five Lay Canons (none of whom have been appointed to date). Two members are elected to the Cathedral Council. One member is elected to Chapter. The Communar acts as Secretary.

The College of Canons shall:

- Meet annually on a day as near as convenient to the Feast of All Saints, whenever the Bishop desires to seek its counsel or advice on any matter, whenever it is required to make an election or, if a request for a meeting were made by not less than two-thirds of its members.
- Receive and consider the annual report and audited accounts.
- Discuss such matters concerning the Cathedral as may be raised by any of its members.
- Perform such functions as may be prescribed.

A list of members of the College of Canons is at Appendix 5.

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THE BISHOP

The Bishop shall have the principal seat and dignity in the Cathedral. After consultation with the Chapter, and subject to any provision in the Statutes, he may officiate in the Cathedral and use it in his work of teaching and mission, for ordinations and synods and for other Diocesan occasions and purposes.

- The Chapter shall from time to time consult the Bishop in respect of the general direction and Mission of the Cathedral, and the Bishop may at any time seek the advice of the Chapter on any matter.
- The Constitution of the Cathedral provides that the Bishop shall be the Visitor thereof.
- The Bishop shall, as Visitor, hear and determine any question as to the construction of the Constitution and Statutes. The Bishop may hold a Visitation of the Cathedral when he considers it desirable or necessary to do so or when requested by the Council or Chapter.
- In the course of a Visitation the Bishop may give such directions to the Chapter, to the holder of any office in the Cathedral or to any person employed by the Cathedral as will, in the opinion of the Bishop, better serve the due observance of the Constitution and Statutes.
- It shall be the duty of any person or body on whom functions are conferred by or under the Cathedrals Measure 1999 to act in accordance with the determination under, and any direction under, the above paragraphs.
- The provisions above are without prejudice to the powers of the Bishop under the Care of Cathedrals (Supplementary Provisions) Measure 1994 and his powers as Visitor generally.
- The Bishop may at any time propose for consideration by the Council amendments to the Constitution and Statutes.

FABRIC ADVISORY COMMITTEE

Under the Care of Cathedrals Measure 1990 (as amended in 2008 and 2011), the Fabric Advisory Committee (FAC) is responsible to the Cathedrals Fabric Commission for England (CFCE) and considers applications from the Chapter in regard to proposed development of and changes to the Cathedral's fabric. It also advises Chapter on the care, conservation, repair and development of the Cathedral and meets three times a year.

The ten members of this committee serve for a period of five years and may be re-appointed. The members appoint a Chairman from among their own number. The Commar is the FAC Secretary. The Dean, Residentiary Canons, Surveyor of the Fabric, Consultant Archaeologist and Clerk of Works attend meetings of the Committee and are entitled to speak but not to vote. Other Chapter members are free to attend if they wish.

It is recorded with sadness that the FAC Chairman, Mr Leslie Weller MBE, passed away shortly after the 75th meeting of the Committee of which, as chairman, he had never missed one. With this one exception, throughout the whole of this reporting period the Fabric Advisory Committee membership remained unchanged.

Over the course of the year the committee were kept informed about the development of the following projects:

- Internal spire access safety improvements
- North West tower reroofing (approved by the CFCE on 13 December 2013)
- Buttress 60 development
- Muniment Room
- Cathedral roofs
- Sailors' Chapel reordering
- West porch handrail
- 12th Century reliefs

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- Lady Chapel aumbry (approved by the FAC on 22 May 2013)
- Cathedral inventory update
- Hussey Memorial Commission
- Kempe stained glass
- Misericord restoration
- Piper and Benke-Schirmer Tapestries cleaning and conservation
- Bishop's Throne
- RAF Association standard lay up
- Bishop Sherborne Tomb refurbishment
- Storage area over Chapel of St Mary Magdalene

The Members of the Committee are listed at Appendix 7.

FINANCE COMMITTEE

The Constitution requires that there shall be a Finance Committee with the function of advising Chapter in connection with its responsibilities for financial and investment management, which includes the Cathedral's property portfolio. The Committee meets three times a year.

The Committee consists of a Chairman and up to four other members appointed by Chapter for their expertise and experience in the field of finance and investment management upon such terms as the Chapter may determine. Chapter members are the Dean, Precentor and Communar with the Chapter Accountant, who acts as secretary, as another member.

The Members of the Committee are listed at Appendix 8.

CATHEDRAL COMMUNITY ROLL

Membership of the Cathedral Roll is open to anyone aged sixteen or more who worships regularly at the Cathedral, is resident in the Close or holds office linked to the Cathedral. The Chapter appoints a Roll Officer to maintain the Roll and is indebted to Mr Jeff Stanbridge for taking on that task. There is an annual meeting of those on the Cathedral Roll, chaired by the Dean, at which elections take place to the Cathedral Council, the Cathedral Community Committee and the Chichester Deanery Synod.

The number of persons on the Cathedral Roll on 31 March 2014 was 489, a net increase of 76 in the year. As with all parishes in the Church of England, the Cathedral follows similar recommendations and when the new Roll was published in April 2013 there were 413 persons on it. A further review was initiated in September 2013 which accounts for most of the increase, although this is still lower by 13 from that of March 2013.

CATHEDRAL COMMUNITY COMMITTEE

The Constitution requires that there shall be a Cathedral Community Committee which shall meet at least four times a year to advise the Chapter on all matters affecting the Cathedral Community and to undertake such functions as may be delegated to it by Chapter. The Rules for the Governance of the Cathedral Community Roll and Committee is available in the Cathedral Office.

The Members of the Committee and of the Stewardship Sub-Committee are listed at Appendix 9.

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OTHER BODIES ASSOCIATED WITH THE CATHEDRAL'S ACTIVITIES ARE:

CHICHESTER CATHEDRAL RESTORATION & DEVELOPMENT TRUST

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 and such other charitable objects and activities undertaken by the Chapter. The priority remains the continuing restoration of the fabric of the Cathedral itself, with the principal effort funding of continuous projects. In the past year a new Trust Director, Craig Sergeant, took up position and the Trust also saw the appointment, at year end, of a Development Funding Manager, Alison George, into the vacant fund raising post.

The Trust continued to accumulate funds in preparation for the major projects emerging from the Dean & Chapter's analysis and prioritisation of Quinquennial Inspection, and provided funds for a number of projects during the year: repairs and reinforcement to the 14th century misericords; repairs to the organ; preparatory planning and design work for the Buttress 60 and Muniment Room restoration and development projects; levelling of unsafe paving on the Cathedral Green; and completion of the Aumbry cupboard (marking the completion of the Lady Chapel restoration).

In the year to come the Trust has committed to provide the funds required by the Dean and Chapter for the replacement of the spire internal safety ladders, repairs to the North West Tower roof and works to advance the development of the area known as Buttress 60. In addition the Trust will continue to raise the necessary funds to support the Dean and Chapter's continuing restoration and development programme. Support from individual donors, legacies, charitable trusts, PCCs and companies are augmented by fundraising events. The most significant event being the three day Festival of Flowers to be held in May 2014 which is expected to welcome around 14,000 visitors to the Cathedral, this being the Trust's tenth event.

The Trustees are listed at Appendix 10 and financial matters are contained in Appendix 20.

CHICHESTER CATHEDRAL MILLENNIUM ENDOWMENT TRUST

The Millennium Endowment Trust was established in 1997 with the aim of raising an endowment fund of £5 million to be held in perpetuity; the income from which would provide funds for the Chichester Cathedral Restoration & Development Trust. This, the Trustees decided, would not be touched until the capital sum had grown to £5 million donated or promised. During this financial year the Trustees received a very substantial donation from the Poling Trust which was transferred over a year in advance. The result is that the Trust is now generating annual income in excess of £175,000 and this is available to the Restoration and Development Trust.

The current Trustees are listed at Appendix 11.

FRIENDS OF CHICHESTER CATHEDRAL

The Friends of the Cathedral numbered 1,505 on 31 March 2014. They have provided very welcome financial support for many projects during recent years for the Dean & Chapter of the Cathedral. The list of projects funded by the Friends is set out in Appendix 17. In addition there are 3 PCCs, 70 School Friends and 357 Honorary Cathedral Link members across the Diocese. Mr Brian David continued in the Secretary's role, with invaluable assistance from Mrs Jenni Rigby in the Royal Chantry Office until her retirement, and from those Friends who provide support in many ways.

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CHICHESTER CATHEDRAL ENTERPRISES LIMITED

Chapter solely owns Chichester Cathedral Enterprises Ltd (CCEL) which undertakes the commercial activities of the Cathedral Café, Cloisters Shop, Vicars Hall, George Bell House and other venues located within the Cathedral precinct. All profits are covenanted to Chapter and details of its trading activities are summarised within the statement of consolidated financial activities and the notes to the accounts.

The recent financial year has been a very challenging one again with a poor overall economic climate causing customers to continue being cautious with their disposable income. As a result there has been a fall in the visitors to the café and shop over the last 12 months. Hopefully with improved signage more customers will be attracted into the Café and shop. Competition has also steadily increased from the number of other catering outlets in Chichester, especially in South Street.

Cloisters Café and Hospitality

Enterprises staff have worked extremely hard over the last year to attract new clients to the Cathedral and this has been achieved through pro-active marketing including the uploading of events to free websites, the distribution of literature and advertising the facilities in various publications. The aim is to make CCEL a first choice for new and existing customers for their hospitality events, whether a small private function, a large wedding reception or conference. Success has been achieved in obtaining new clientele such as Marks & Spencer, Waitrose, West Sussex County Council, Chichester Festival Theatre fundraising dinner and the Law Society amongst many others. The measure of this success is demonstrated by the number of repeat bookings from regular customers.

The Dean's farewell reception was attended by over 600 guests and a successful Southern Cathedrals Festival was marked by all the lunches and afternoon teas being fully booked.

The Winter Meal Deal in the Cloisters Café once again proved to be successful and encouraged attendance from new and existing customers. Different opportunities were used to market the Café, and included advertising Sunday Lunches in the local newspapers to attract new local custom.

Local wedding fayres are regularly attended to promote Enterprises facilities along with advertising in magazines and other publications. The benefit of this approach has been demonstrated by over 25 wedding receptions being hosted during the reporting period.

George Bell House in particular has had an extremely good year with an increase in bedroom bookings. New business is received on a regular basis as well as retaining our existing clientele through repeat bookings. Many local companies including Chichester Festival Theatre, Wiley, Woods Travel, Chichester College, Chichester University, SFM Consultants, Owen Kenny and Pallant House Gallery book bedrooms as well as meeting rooms for their clients and visitors on a regular basis. The busiest time for bedroom bookings continues to be during the Goodwood events where full occupancy was again achieved in 2013.

The house and the hospitality provided by Chichester Cathedral Enterprises Ltd has always been well received by primary use visitors who continue to book the facilities each year. The primary use of the house has increased over the last year; with an advert in the retreats information book and it is hoped this will encourage more future bookings.

The Winter Break promotion continued and significantly increased occupancy levels during the previous quiet months. This initiative will continue over the coming year.

Enterprises staff have worked very hard to help offer a good experience to all Cathedral visitors whatever the occasion and it is hoped our clients will not only return but continue to recommend these services to others.

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Cloisters Shop and Box Office

The box office *Chichester Tickets* performed well above budget mainly due to having increased usage of the box office by the Hanover Band and two festivals: Southern Cathedrals Festival and the Festival of Chichester. The box office continues to attract new clients and retain existing ones.

Cloisters Shop achieved significantly less sales than last year and its results were lower than budget. However, the gross profit was comparable to the previous year and plans to increase this for 2014/2015 are in hand. The reduction in income was primarily due to the cumulative fall in one key performance indicator: visitor numbers into the shop which have fallen year on year by an average of 194 per month.

Despite a fall in customers during the reporting period, customer spend continues to increase (+31p to £7.28 in 2013/14) indicating that our products are well received. Had customer levels remained constant with the previous year, the budget would have been exceeded.

In addition to the fall in income, a provision for slow moving stock affected the overall net profit, resulting in a deficit. However, business costs were rigorously controlled, with resulting savings against budget.

Experience has demonstrated that the weather affects sales. One particular challenge is the lack of a sheltered exit from the cathedral into the cloisters, which necessitates visitors having to take a circuitous route around the South West lawn. In bad weather, this discourages visitors from visiting the Cloisters Shop which is understandable as our demographics indicate that these visitors are mainly elderly. Signage is being reviewed in and around the cathedral grounds, with the aim of improving customer flow and increasing awareness of both the shop and café.

Product Development

CCEL has established a good relationship with the agents who represent the Chagall Estate with new licenses granted in 2013 and 2014 for a print, notecards and Christmas cards depicting the Chagall Window. It is anticipated that over the next few years, more licenses will follow.

The Guide Book (English version) was reprinted and we aim to increase the number of souvenir guides on offer in the next few years.

A window transfer and 3D card was added to our bespoke peregrine range of merchandise and investment in more cathedral-based souvenirs will be made in 2014/ 2015 to exploit our unique selling point.

We continue to work with local suppliers: our own-branded coffee is on sale – blended and roasted in Chichester; we stock locally made toiletries, jams and chutneys and sell works by local artists.

A collaboration with the Restoration and Development Trust on a bespoke Christmas card range resulted in higher margins for both partners who benefited from joint print runs. This co-venture will be repeated in next year.

The impact of greater footfall from better signage, improved visitor flow from the cathedral, increasing gross margin and keeping a tight hold of the cost base all present opportunities to yield a greater net profit next year.

The Directors of Chichester Cathedral Enterprises Ltd (of whom three are Chapter members) are appointed by Chapter and are listed at Appendix 14.

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THE MORSE-BOYCOTT BURSARY FUND

The Trust was set up to provide bursaries for boy choristers when the St Mary of the Angels Choir School, founded and run for forty years by Fr Desmond Morse-Boycott, closed in 1971. In 1995 the remaining Trustees invited the Dean and Chapter of Chichester to become Custodian Trustees of the Trust's investments and assets, and the Trust is now administered by the Communar with Chapter acting as Executive Trustees. The Trust Funds stood at £577,167 as at 31 July 2013. The Fund supports a total of six boy choristers at various cathedrals.

The Trustees are listed at Appendix 12.

THE TRADITIONAL CHOIR TRUST

The Trust was founded in Gloucestershire by Dr John Sanders in October 2001 but, shortly after his death in 2003, the Trustees invited the Dean and Chapter of Chichester to become the Trustees and since April 2005 the Trust has been administered in the same manner as the Morse-Boycott Bursary Fund. The Trust Funds stood at £118,282 at 5 April 2013. The Fund supports three boy choristers at various cathedrals.

The Trustees are listed at Appendix 13.

ST. MARY'S HOSPITAL

The foundation of the Hospital of the Blessed Mary reputedly dates from the second half of the twelfth century and the present Hospital building dates from about 1290: the Dean and Chapter are the Trustees of the Hospital and its endowment. The object of the charity is to provide almshouses to poor people of good character that have lived for at least five years in Chichester or a parish whose boundary lies within fifteen miles of the Cathedral spire. It also provides pensions for residents and for local poor people of good character. As at the date of this report there were a total of twenty nine flats at St Mary's Hospital of which twenty seven were occupied by twenty eight residents.

The Warden, Mrs Monica Winnett, along with her deputy and assistant wardens, have continued to provide excellent care and support for the residents while the Custos, Reverend John Harrington, offers pastoral care to the community and presides over the morning prayers and other services held in the Hospital Chapel. Other key members of the St Mary's team include the Bailiff, Mr Matthew Howard, who provides onsite maintenance for both the almshouses and the residential property owned by the charity and Mr Ray Winnett, Gardener and Deputy Bailiff.

A new laundry facility was provided at St Mary's Lodge during the course of this year, providing Lodge residents with a much needed, more convenient laundry of their own.

An eclectic mix of social outings and events were, as usual, arranged throughout the year including in February 2014 a farewell tea for the retiring Dean, also Chairman of the Trustees of St Mary's Hospital, at which he gave a wonderful and witty leaving speech to the delight of the residents. At this event, resident Mrs Zoe Brooker was thrilled to be presented with a cake by Dean Nicholas in celebration of her 100th birthday.

The Otter Memorial Paper on the history and community at St Mary's Hospital was officially launched on 12 July 2013 and, due to the level of interest, a reprint of the books was required before the end of the year.

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By appointment, members of the public and small groups continue to visit St Mary's throughout the year. In addition, the Hospital once again opened its doors in September and welcomed over three hundred visitors during the Heritage Open Day which coincided with the Historic Churches Stride and Ride event.

THE PREBENDAL SCHOOL

The Prebendal School is a financially independent charity, run as a preparatory school for boys and girls, including the Choristers of the Cathedral. The Constitution of the Governing Body for the management and control of the school was approved in 1985 and may be amended by resolution of the College of Canons in agreement with the Charities Commission. Presently it provides that the Dean shall be the Chairman of Governors and that a majority of the members of the Governing Body shall consist of persons who are either members of Chapter or members of the College of Canons.

THE ROLE OF THE CATHEDRAL IN THE DIOCESE

The Relationship between the Cathedral and the Diocese

The Dean and Residentiary Canons participate actively in the Mission and Ministry of the Diocese, serving on many Diocesan committees and working groups, which are listed at Appendix 3. While this provides a very significant contribution it is also extremely time consuming.

The Episcopal Vicar is the Treasurer who is also a member of Chapter. His responsibilities also include the duties of a Residentiary Canon for four weeks of the year. In view of this arrangement it has been agreed between the Cathedral and the Diocesan Board of Finance that the balance of time spent by Cathedral Clergy on Diocesan duties and vice versa is neutral.

The Dean and Chapter encourage parishes within the Diocese to visit the Cathedral in order to gain the experience of the form of worship available. Supporting this initiative is the Parish Link system which not only provides points of contact, but also manages the programme whereby parishes visit the Cathedral for tea followed by Evensong.

The Liturgy and Music Department provides practical support for a number of diocesan occasions, including the Chrism Mass in Holy Week, the Ordinations of Deacons and Priests throughout the Diocese, and the Licensing of Readers in September.

The Education Department co-operates with the Diocesan Schools and Children & Youth Team Departments, sharing resources where possible. The Cathedral's extensive education programme benefits Church Schools across the Diocese.

The Cathedral Community elects two members of the Deanery Synod. There is an active City Clergy Group which meets bi-monthly comprising clergy from the Cathedral and local parishes.

Aggregate Cost of Other Facilities

Chapter's policy is to give priority to requests from the Diocese for the use of the Cathedral or other facilities within the Precinct. By not charging facility fees the Chapter effectively made a donation of £6,833 to the Diocese. This sum does not include any calculation for the loss of visitor donations during services in the Cathedral, nor does it take into account the costs of the Enthronement Service in November.

In addition the Cathedral made a donation to the Diocese of £11,000 in this period.

CHAPTER REPORT ON THE CATHEDRAL'S ACTIVITIES

The Chapter Year

The report covers the financial year 1 April 2013 to 31 March 2014.

In an economic environment characterised by the need for austerity across the country the demands placed upon an extremely lean lay staff, and the dependence on the many volunteers and Friends on whom the smooth running of the Cathedral relies, has never been more acutely felt by the Chapter. Without the contribution of all these people the Cathedral simply could not function.

Chapter Membership

With the exception of the Dean's retirement at the end of February 2014, there have been no changes to Chapter's membership during the course of this reporting year. During the interregnum the Precentor is the Acting Dean and Chair of Chapter.

The Hussey Commission

Following the rejection by the Cathedrals' Fabric Commission for England (CFCE) of Jaume Plensa's sculpture 'Together', a meeting in London was arranged to discuss mutual concerns about the commissioning and decision making process. The Dean, Surveyor of the Fabric and Julian Munby (FAC representative) met with a CFCE delegation comprising Frank Field (Chairman), Jenni Page (Vice-Chairman), and Tim Mills (Member of General Synod), minuted by Becky Clarke, the Deputy Secretary of the CFCE. While the Cathedral has not had a written report following the meeting, it is understood that an oral report has been made to the Commission, and that lessons have been learned about the commissioning of new artwork in cathedrals.

The Chancellor also met with Jaume Plensa in order to return maquettes, to talk through the issues surrounding the commission, and to explore the possibility of developing an alternative, external commission. Chapter and the FAC have approved a working party to explore this proposal further (comprising the Chancellor, the Precentor, the Surveyor of the Fabric, and Julian Munby).

Restoration and Development

There has been a rolling programme of internal and external restoration of the Cathedral fabric that started in 1962. Since 1980 this has been largely financed by the Cathedral's Restoration and Development Trust's (R&D) fund-raising activities.

This year saw: continued work to improve the internal safety access ladders; the updating of the ten year Restoration and Development Plan; progression of the projects to reroof the North West Tower, the Muniment Room and the area behind Buttress 60; the reordering of the Sailors' Chapel; restoration and cleaning of the 12th Century reliefs; cathedral misericord strengthening and repairs; and the completion of the Lady Chapel Aumbry project.

During the current financial year £24,824 was transferred from the R&D Trust and £45,000 from Chapter funds.

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Visitor Information and Display and Signage Project (VIDS)

Discussion continues on the third phase of the VIDS project, to replace the internal signage in the Cathedral. Very early plans include the possible use of QR codes on signage to link visitors to the Cathedral website, where they can find out more about the Cathedral's main features.

Staff Changes

Jean Williams-Fyne joined Enterprises as Team Supervisor in April 2013. The Trust successfully appointed the new Trust Director, Craig Sergeant, in May 2013. Liturgy and Music Assistant, Louise Martin, resigned in May 2013 to pursue her career in teaching music and she was replaced by Shona Knight, a music graduate from Durham, in July 2013. In June 2013, Jenni Rigby retired after twenty two years with the Cathedral with Carolyn Atkinson taking on her role as Receptionist in July. Chloe Thurbon, Hospitality and Events Coordinator, left in July 2013 and Gemma Palmer was promoted to Marketing and Events Coordinator, with Lorraine Webb joining the Enterprises team as Banqueting Supervisor at that time. In 2013 we said goodbye to two of our long serving Lay Vicars, David Burrows and Jeremy Smith. The Cathedral then welcomed Alexander Dance as Bass Lay Vicar and Stefan Kennedy as Tenor Lay Vicar in September 2013, and has appointed a new Alto Lay Vicar, William Waine, who will join the choir in April 2014. Cynara Davies was appointed to the role of Education Officer in February 2014 following the early retirement of Marilyn McInnes in December 2013 after nearly thirteen years' service. Mark Burtenshaw took on the role of Warden at George Bell House in January 2014, and Craig Lawless joined as Kitchen Porter in February 2014.

Peregrine Falcons

The Chichester Cathedral peregrines returned to nest in the South East tower of the spire. This year there was a new male peregrine. The peregrines successfully raised three chicks bringing the total to forty six offspring, over the years. The RSPB ran another very successful project in the Cathedral grounds between April and July and the Dean and Chapter look forward to them returning next year.

Lectures

During the period of this report, the following lectures were given in the Cathedral:-

Saturday 23rd March 2013

'The Collapse of Chichester Cathedral's Spire...'

Given by volunteers and Dr Charlotte Hansen, the Project Manager, behind the Library Digitisation Project.

The Chancellor's Annual Lecture Series:

Tuesdays 23rd and 30th April,
7th and 14th May 2013

'Dream or nightmare? – competing visions of the future.'

The Reverend Canon Dr Anthony Cane

Occasional Lectures:

Tuesday 12 November 2013

'Peacebuilding and Bach'

The Revd Donald Reeves MBE -
Founder and Director of Soul of Europe

Thursday 13 February 2014

**'Theatres of Conscience 1939-45, Pacifism, Politics
and Theatre in a time of war'**

Professor Peter Billingham, University of Winchester

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Chichester Theological Society Lectures (a Cathedral/University collaboration):

- 24 April 2013 *'Imagination, Playfulness and Truth: some literary and theological reflections'*
The Revd Malcolm Guite, University of Cambridge
- 1 July 2013 *'Christmas in July? Why festive films should matter to Theologians'*
Dr Chris Deacy, University of Kent

THE CHAPTER

In the year 2013-2014 Chapter approved the following:

- The proposed cathedral charges for the financial year 2013-2014.
- Various bids for Friends' financial support which are covered at Appendix 17.
- Investment recommendations from the Finance Committee.
- Seffrid Guild projects for Gospel Book covers and Lady Chapel rail kneelers.
- Cathedral performances of *'Fragmented Light'* a short play to mark the 35th anniversary of the Chagall window.
- To support Bishop Luffa School's move to Academy status.
- The installation of a security door in the Royal Chantry Cathedral Offices.
- The encasing in glass of Philip Jackson's *'Christ in Judgement'* to avoid further vandalism.
- The new Rendezvous diary system for the Cathedral offices.
- The annually updated Safeguarding Policy.
- The revised rules for the governance of the Cathedral Community Role and Committee.
- The new build rectory in the Benefice of Aldingbourne, Barnham and Eastergate (for whom they are Patron) and the appointment of Reverend Martin Powell as Vicar of the Benefice.
- The Dean and Chapter Accounts for the year ended March 2013.
- The Annual Report for the year ended 31 March 2013.
- The allocation of Lay Vicar accommodation.
- The laying up of the standard of the Chichester branch of the RAF Association in the St Clement's Chapel.
- The repairing and strengthening of the Cathedral misericords.
- The following CFCE applications: North West Tower roof; restoration and cleaning of the Piper Tapestry;
- The following FAC application: Lady Chapel Aumbry door.
- The refurbishment plans for The Deanery.
- The provision of new probationer chorister benches.
- The Strategic Plan 2013 – 2018.
- The Risk Register dated October 2013.
- A new format for the Simplified Accounts.
- A topographic study of the Bell Tower, Cathedral Green and West Street area.
- To establish two working groups to examine the Friends' Constitution.
- Reviews of the Cathedral's organisational structure and financial systems including processes.
- Updated staff Disciplinary and Grievance Procedures Policy documents.
- Updating the Cathedral Inventory by revaluing, re-photographing and cataloguing onto the Library's CALM database.
- The 2014-2015 Cathedral Budget.

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During the period under report the Chapter has also:

- Recorded with pleasure the Archbishop of Canterbury's *Journey of Prayer* visit to Chichester.
- Discussed pension auto enrolment.
- Considered a negligence claim which was later dropped due to lack of evidence.
- Discussed the appointment of Lay Canons.
- Continued to develop alternative options for the Hussey Commission's sculpture by Mr Jaime Plensa.
- Recorded its enormous appreciation for Mr David Hopkinson's gift to the Millennium Endowment Trust.
- Discussed the Chichester Cathedral Choral Foundation Fund.
- Discussed CCEL advertising and marketing opportunities in and around the cathedral.
- Overseen the development of the Visual Identity Guidelines.
- Discussed updates to the Cathedral and Synodical Roles.
- Developed and approved the plans for the Dean's retirement and consultation with the Archbishop of Canterbury's Secretary for Appointments.
- Discussed an after school drop-in venue for the Bell Tower basement.
- Noted the Chichester Festivities Liquidation Report and payment.

LITURGY AND MUSIC DEPARTMENT

Introduction

The past year has been marked by significant changes in terms of personnel. In May 2013 we said farewell to the Liturgy and Music Assistant, Louise Martin, who after six very good years in the department has moved on to further her career as a woodwind teacher. Louise brought a quiet efficiency to all she did and she has been a valued member of the Liturgy and Music team. She has been succeeded by Shona Knight, a music graduate from Durham University, and we are delighted to welcome Shona to the department.

In January we said farewell to the Priest Vicar, Canon David Nason who after twenty-six years in post is retiring from the Cathedral. David has had an important role in his oversight and pastoral care of the choristers. He has also contributed to the liturgical and musical life of the Cathedral in a host of other ways – through the singing of the Office and in organising rotas for lesson readers and intercessors to name but a few. The Cathedral farewell for David took place at the Sung Eucharist on Sunday January 26th when presentations were made in recognition and gratitude for all his work.

One week later, On the Feast of Candlemas, people from all over Sussex, from our European partnerships in Germany and France, from the Diocese and Cathedral community together with many friends from Liverpool and elsewhere gathered for Evensong to say farewell to Nicholas Frayling as he retired as Dean of Chichester. The choir sang *The Offered Christ* by James MacMillan, a work Nicholas had personally commissioned for the home Southern Cathedrals Festival of 2013. After evensong a reception was held at which the Rector of Chartres announced that Nicholas had been made a Canon of Honour of Chartres Cathedral. In paying tribute to all that Nicholas did as Dean particular mention was made of his support and encouragement of successive organists and musicians.

In the midst of these very significant changes to the life of the Cathedral the daily work and worship of the Cathedral has, of course, gone on. During the year the Cathedral was the venue for 5 weddings, 2 baptisms, 8 funerals and 11 thanksgiving services. Notable among the latter were services for Dr John Birch, Patrick Garland (formerly Director of Chichester Festival Theatre) and Admiral Sir Sandy Woodward (Commander of the Falklands Task Force in 1982). The Prebendal School Confirmation took place within the Sunday Eucharist in May.

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An important aspect of the work of the Cathedral remains its role as the mother church of the Diocese. Services for the diocese that took place in the Cathedral included the Petertide Ordinations of Deacon, the Licensing of Readers, a Commissioning Service for the Mothers' Union, 2 Royal School of Church Music festivals (at which awards were presented to successful candidates in both the RSCM and Chichester Diocesan Chorister Awards schemes), and 4 diocesan schools leavers' services. Confirmation Services were provided for the Westbourne, and Arundel and Bognor deaneries. A number of installations took place within either the Eucharist or Evensong.

As in previous years, a number of parishes both from this diocese and further afield visited the Cathedral and held their own pilgrimage Eucharist's at the Shrine of St Richard.

13 Carol Services were held for outside organisations, and the Cathedral Carol Services continue to attract large numbers.

A number of organisations attended Evensong during the year, including the Mayor of Chichester and City Council and Sussex Freemasons. The Week of Prayer for Christian Unity was launched with a special service in January, and the local Roman Catholic parish of St Richard held an annual mass to celebrate St Richard. West Sussex County Council attended the Cathedral for a service following the elections in May, and Bishop Luffa School celebrated its Golden Jubilee with a Eucharist. Services were also arranged for *Saying Goodbye*, for Plough Sunday, and for Her Majesty's Judges. A Hymnathon was held over 24 hours in aid of Sussex Hospices.

In July the Cathedral hosted the Southern Cathedrals' Festival, for which the Liturgy and Music Department provided much of the administrative support.

Concerts

Concert bookings and ticket sales remain at a healthy level. Regular promoters include Chichester Singers, the University of Chichester and the Bournemouth Symphony Orchestra. The Cathedral was the venue for a number of events as part of the inaugural Festival of Chichester in the summer, including concerts by the Hanover Band and West Sussex Music Hub. Chichester Tickets, the Cathedral's box office facility provides outstanding support to concert promoters, a fact recognised by the Festival of Chichester organisers, who used the facility for all their events in the city

The regular series of Tuesday Lunchtime concerts has widened the scope of the performers who are invited to perform. The loyalty of the audiences continues to be impressive, with the concerts regularly attracting over 500 people.

Music

This year we have once again enjoyed a full choir of 18 choristers, and have continued work on recruitment through chorister open days, which have a small but enthusiastic following. All three leaving choristers won music scholarships and they will take up places at Ardingly, Cranleigh and Eltham College in September. Stefan Kennedy and Alexander Dance were admitted as a Lay Vicars.

The organ scholarship generously supported by the Pallant Trust was held by Leonard Sanderman, who will be taking up the post of Director of Music at St Wilfrid's Harrogate in September.

A hugely successful tour of Bamberg and Bayreuth took place in June 2013, and the Domkantorei from Bamberg Cathedral made a return visit in March 2014, strengthening the ecumenical partnerships between our cathedrals. The choir also made a Diocesan visit to West Blatchington.

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Chichester hosted the 2013 Southern Cathedrals Festival, highlights of which included a commission from James MacMillan and a performance of Britten's *St Nicolas*.

The choir recorded a Christmas service for BBC Sussex and Surrey, and a Christmas concert in the Cathedral marked the launch of the Chichester Cathedral Choral Foundation Fund.

OTHER EVENTS

Miscellaneous events not covered under other sections of this report include:

Chichester Family Church held an outreach event on 20 April 2013; Chichester District Cub Scouts held opening and closing ceremonies for their City Gates Challenge event on Cathedral Green on an evening in May; the Martlett Sword and Morris Men organised a mass display of dancing on Cathedral Green on 6 July to mark their 60th Anniversary; the Rainbow Theatre Company held two Shakespeare performances - *Romeo and Juliet* and *The Merry Wives of Windsor* - on the SW lawn over two weekends in July; the South East Hampshire Peace Council held their annual vigil on Cathedral Green in August, in memory of the victims of the bombing of Hiroshima and Nagasaki; St Wilfrid's Hospice held a children's activity session on Cathedral Green in October; a giant UN 'gift box' appeared on Cathedral Green during October to raise awareness of the 'Stop the Traffik' human trafficking campaign; local homeless charity, Stonepillow, held their annual Sleepout event around the Cathedral grounds at the end of October; the Chichester branch of the Royal British Legion parked a small number of World War II vehicles by the Bell Tower over three weekends in October and November in support of their Poppy Appeal; local Immanuel Church choir 'New Community Rock' gave a 'flashmob' performance of "Put A Little Love In Your Heart" on Cathedral Green in November; as part of the City's Christmas Light Switch on event at the end of November, Cathedral Green was the location for a Community Carol Service; the Bognor and Chichester District Amnesty International Group encouraged the signing of greetings card for prisoners of conscience at a stand on the Green on Human Rights Day in December.

All external organisations receiving permission to use Cathedral premises are asked to provide evidence of their own public liability insurance and an event specific risk assessment.

EDUCATION DEPARTMENT REPORT

St Faiths continues to work well as an Education centre, with its convenient proximity to the Cathedral, the Eastern Arm and Vicar's Hall.

Staffing and Volunteers

This past year saw the departure of the Education Officer, Marilyn McInnes, who retired early after 14 years in the post. Cynara Davies succeeded Marilyn in February. Cynara has joined the Cathedral from the National Trust, having worked for 18 years in the heritage sector in Learning and Participation development.

We are very lucky to have over 50 dedicated and skilled Education Volunteers who help deliver the Education programme to schools. We continue to offer a termly meeting with all the Education Volunteers, where we share information, offer some training and then get together over coffee and sandwiches. Training on specific elements of programme delivery has been offered this past year including a session on Story Telling Techniques led by a member of staff from Chichester Festival Theatre. We have also run training sessions for volunteers on new workshops e.g. *Anne Frank* and *Postcards Home* so they were able to lead PILOT workshops with schools in the autumn and spring terms. Internal training was also given last Summer Term on our revised *Pilgrims Drama Workshop* and the *Life and Miracles of St Richard* drama workshop ready for school bookings this academic year.

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To better understand the skills, experience and training needs of the Education volunteers, we are in the process of carrying out a skills audit and training needs analysis. This has involved inviting every volunteer, regardless of their length of service, to share information about their relevant skills and experience and any general or specific training needs they have. Once this information has been gathered we will ensure it informs the development of our training plan.

The Education Programme

In the summer of 2013 the Schools' Education Programme was mailed to all schools located in the west of the county as well as East Hampshire and is also available on the Education pages of the Cathedral's website. This year the Adult Education provision organised by the Education Department has continued with Hot Topic talks and art workshops in tapestry weaving and felt making to complement exhibitions which have taken place in the Cathedral. Mailouts have been sent with the Cathedral Newsletter and events are also advertised online via the Cathedral website and via Twitter. Chichester Tickets (the Cathedral Box Office) has offered a valuable further advertising outlet.

Family Activities are marketed via posters, school visits, the Cathedral website and local Parish magazines.

Numbers (schools and adults)

Our numbers are undoubtedly a sizeable underestimate, since we count only exact pre-booked numbers at events for both schools and adults.

With no Cathedral admission charges and a pattern of schools (local as well as international) dropping in without booking, exact numbers are difficult to gauge, but comfortably exceed 8,000 again this year.

Our adult numbers remain at a similar number to last year due to maintaining our increased programme for adult audiences (Hot Topics, Textile lectures and Poppy making workshop).

This year we have seen a slight increase in the number of Special Needs schools and special needs pupils visiting the Cathedral especially in the Spring Term. A number of these visits have involved children with complex needs so the visits have needed to be 'tailor-made'.

We have noticed along with other Museums and Heritage sites that schools are increasingly booking visits with much shorter notice with few booking a whole term or more in advance.

Family Activities have grown in popularity during the year with numbers rising from 57 children in November 2013 to 260 in April 2014.

Saturday Workshops for Gifted and Talented children saw a drop in numbers in Summer 2013 as the management of the provision transferred from WSCC to e-PD (schools programme website) and schools were unsure how the booking process worked. Numbers gradually picked up in the autumn and the spring term saw the sessions being fully booked again on a number of Saturdays. Weekday Gifted and Talented days in English, Maths and Science are always fully booked with schools on the waiting lists for the next event.

A detailed breakdown of the raw data is available from the Education Department.

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The Education Programme for Schools

Workshops and tours remain the mainstay of our programme. For the first time in 2013 a KS1 and KS2 Programme was separated out from one for KS 3-4 and sixth form to enable schools to more easily navigate programme information.

We also offer a range of other activities, several of them collaboratively. In the past year the department has run:

- Holocaust survivor speaker events, when Steven Frank, a Holocaust survivor, presented two fully booked days for schools around Holocaust Memorial Day.

We also offered linked specialist tours in the Cathedral.

- Transition service. Last summer we collaborated again with the Diocese to offer a service for younger children moving from Infant to Junior Education. Over 40 children attended and participated in the service led by the Chancellor.

- Study days for GCSE and A Level students

The Education Department has run the following-

A Level Religious Studies study day

GCSE Religious Studies study day, with the retired Bishop of Exeter giving the keynote.

GCSE Textiles Day ran in collaboration with Lou Lou Morris, who is a professional tapestry weaver and was artist in residence in 2013.

A Level Archaeology Day jointly offered with the newly opened Novium.

Sacred Space vs Tourism study day with Chichester College was new for 2014 and provided a day of discussion and exploration for Hospitality and Events Management students to find out what it takes to run a Cathedral and have opportunities to interview staff and clergy. They explored the role of the Cathedral today in people's lives, whether they are the local community, tourists or pilgrims. They were given guided and investigative tours of the Cathedral departments, meeting the people whose job it is to keep the place running on a daily basis.

- Gifted and Talented Programme

The department continues to offer Saturday Gifted and Talented enrichment workshops. WSCC's Gifted and Talented Programme was outsourced in early 2013 to e-PD, a non-profit organisation for sharing expertise and skills among schools and FE/HE institutions. Its aim is to inspire excellence through collaboration and partnerships and e-PD currently has around 200 subscribing schools, plus the support of the Local Authority.

It has taken several months for schools and providers to get used to the new booking system developed by e-PD, hence numbers initially being down and some courses cancelled. However since the start of 2014 numbers of participants have really picked back up. We have also delivered mid-week G&T days in Maths, Science and Literacy that have all been fully booked and well received.

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School Friends

Our very successful School Friends' scheme, ably run by Vicky Rowlands, continues to flourish. Significant developments this year have been:

1. An increase from 60 members in March 2013 to 70 members in March 2014, impressively steady against falling numbers nationally and lapsed memberships due to the pressure on school budgets and increased transport costs.

2. The School Friends' Services in October 2013 were well attended by 9 School Friends, all bringing their unique and talented contributions in the form of songs and dramas. Two services were held on the day, one at 10.30am and the other at 1.05pm. For the first time prayer activities were organised in the Cathedral for the pupils to take part in, all on the theme of 'Growing'. One of the activities involved each pupil planting a tulip bulb in the long flower bed along the Eastern Arm of the Cloisters. These created a wonderful display in March 2014, for the pupils to return to see, as well as all to enjoy.

3. The School Friends' Co-ordinator attended a one day Digital Project Management training course led by museum professionals from the Imperial War Museum and Museum Computer Network, which provided valuable insights into the importance of using digital means to enable networking and responding to the changing expectations and needs of schools in a user friendly way.

4. The first School Friends' Links Coffee Morning for the Cathedral community, including Staff, Volunteers and Day Chaplains was held in March 2013 in George Bell House. It was a very successful and sociable morning with over 20 guests attending. The event gave those attending the opportunity to find out more about the Cathedral's Education and School Friends' Programme, meeting all members of the Education Department, the Chancellor and Steve Holloway, Chairman of the Friends' Executive Committee. All guests received a School Friends' Pack to take away to pass on to schools they may have a link with and who were not School Friends.

Family Activities

Run by the Education Assistant, the programme has been reviewed to appeal to a wider audience. During the year the time has been successfully extended from 10.30am – 12.30pm to 10.30 – 2.30pm. After hearing that a number of local museums and heritage sites run Family Activities on Wednesday the day has now changed to a Tuesday or a Friday depending on what best fits the Cathedral calendar. The activities on offer are designed to appeal to children aged 3-13 years and their parents or carers. They include an activity in the cathedral along with a choice of art and craft activities. It soon became clear that we also needed to provide a soft play area for the under 3 year olds who come along with older brothers or sisters.

The Easter Family activities attracted over 260 children and the Easter chick trail in the Cathedral was popular with a prize on completion available in the shop. Working with the café, children were able to decorate Easter biscuits. Family activities have outgrown the Eastern Arm so it is now using Vicars' Hall, the Eastern Arm and the Cathedral. A committed band of volunteers continue to support Family Activities and are involved in planning and preparation of resources. We are currently looking to recruit more volunteers specifically to help with Family Activities. The individual events are widely publicised by poster, on the Cathedral website, Twitter, in parish magazines and by costumed volunteers out and about in Chichester City Centre.

Adult Education programme

- The Chancellor's Lecture series 2013

The Chancellor's annual series of public lectures was called *Dream or nightmare? - competing visions of the future*. Recalling that 2013 was the fiftieth anniversary of Martin Luther King's 'I have a dream' speech, the series explored how a variety of figures have evoked visions of the future in order to affect and transform behaviour in the present. Examples ranged from the Old Testament prophets to Karl Marx,

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from Martin Luther King to George Orwell, from science fiction writers to climate change proponents, from Rachel Carson's *Silent Spring* to Jesus' proclamation of the Kingdom of God. The lecture explored these competing visions, with particular reference to social, environmental, economic and theological issues, and considered how people of faith might positively influence what is yet to come.

- **Gospel Day**

A well supported (210 took part) study day on Matthew's Gospel was held in the Cathedral in the autumn term. An impressive range of speakers offered a wide range of workshops ranging from bible lectures to explorations of music and art. People travelled from right across the diocese to attend. A complementary event, a showing of Pasolini's classic film *The Gospel According to Matthew* in the Cathedral nave (in conjunction with Chichester Cinema at New Park) attracted an audience of 180.

- **Adult tours**

For the Festival of Chichester 2013, the Education Department organised two tours titled "Chichester Cathedral characters!" based on the remarkable people who have shaped the history of the Cathedral and "Chichester Cathedral's 900 years of Art". Also a series of tours called "Getting to know Chichester Cathedral" were offered in the Spring and summer of 2013, exploring a range of subjects including Religious Art and the musical history of the Cathedral. We continue to deliver tours to many U3A and other adults groups.

- **Hot Topics** have continued to be offered on subjects including "Remembering 1914 and the Great War in Britain: in 2014 what are we really remembering?" (the speakers were the Chancellor and Dr Ross Wilson from the University of Chichester, and this one was run twice because of popular demand) and "Neither a borrower nor lender be: the church, credit unions and the ethics of debt" (at which Dr Anthony Speca, Policy Adviser to the Bishop of Chichester, delivered a challenging and thought provoking session).

- **Book at Breakfast**

The Chancellor has continued to offer these literary breakfasts three times a year, a formula which has proved very popular. The books discussed this year were *Britten* by David Matthews, *The Lion's World – a journey into the heart of Narnia* by Rowan Williams and *What Money Can't Buy – The Moral Limits of Markets* by Michael Sandel.

Cathedrals+

The department continues to participate in the support, training and networking opportunities available through Cathedrals+, the re-named Pilgrims' Association (a national organisation which represents professional staff working in the public face of Cathedrals, abbeys and large churches). It has a dedicated Council which considers policy, liaises with government and offers valuable training opportunities. A regional group, SEED (South East Education), meets termly, rotating through Cathedrals in its geographical area. This provides both valuable training and useful contacts.

SPECIAL PREBENDS

In the 16th century Bishop Robert Sherburne founded the Prebends of Bargham, Exceit and Windham and the Bursalis Prebend and placed them in the gift of his former colleges, Winchester College and New College Oxford. The Bishop and the Dean and Chapter of Chichester agreed to revive these four Wiccamaical Prebends (canonries) and another (Wightring) to form five theological canonries and lectureships for the benefit of the Cathedral and Diocese. These Prebends have, until now, been held by priests engaged in some form of academic or educational work but there has been no formal provision for them to deliver lectures. The intention is to offer these five canonries to distinguished scholars, in a variety of theological fields, for an appointment limited to five years, with the possibility of renewal. These scholars will be asked to give a series of lectures in the Diocese in the course of one academic year,

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thus establishing a five-year programme of lectures. This annual lecture series will be called 'The Sherburne Lectures' to honour the memory of a great benefactor of the Cathedral and the Diocese and an ardent promoter of education. Previously all Prebendaries have been Anglican priests occupying Prebendal stalls in the Cathedral Quire and, as members of the College of Canons, having a role in the election of Bishops and the governance of the Cathedral. It is considered highly desirable to widen the field and to enable non-Anglicans and lay Anglicans, distinguished in theology, to be appointed to any of these five Prebends but it is not possible, in law, for non-Anglicans, whether lay or ordained, to hold these Prebends because they confer membership of the College of Canons. If it were desired to appoint a non-Anglican, the intention is that the Prebend should technically remain vacant and that that person should be appointed to an ad hoc Lectureship in the name of the Prebend and be invited to occupy the Prebendal stall in the Quire and to take part informally in meetings of the College of Canons. The changes made in 2004 to the Constitution and Statutes were designed to achieve these aims and the funds to support the educational work of the appointed scholars will be provided from the income to the Wiccamical and Wightring Prebends.

VISITORS

Visitor Numbers:

Using the data from the electronic people counters at the West Door, it can be estimated that the total number of people entering the Cathedral over the period of this report was approximately 370,000.

The total number of "tourists" to the Cathedral was estimated to be approximately 241,000. This figure was arrived at after deductions had been made for worshippers, volunteers, staff, organised events, lunchtime concerts, choir practice, parish visits, education visits and booked groups.

In addition to these "tourists" the total number of visitors arriving as booked groups to the Cathedral was 7,100, of whom 2,068 had guided tours and 5,032 did not require guides. Throughout the period of this report there was also a steady requirement for Cathedral Guides to deliver presentations about the Cathedral, at various locations throughout Diocese. These presentations sometimes result in a visit to the Cathedral but not always, and so are a useful way to bring the Cathedral to groups who may not be able to travel to Chichester. The visitor numbers above are considered to be very healthy.

Volunteers:

The Visitor Services Officer has overall responsibility for the Cathedral's volunteers. In the main volunteers are recruited successfully by word of mouth with an occasional need for wider advertising. During the period of this report there was an ongoing programme of recruitment and training of new Cathedral Guides.

Exhibitions

A number of exhibitions took place throughout the period of this report:

A Labyrinth Installation by Diocesan Spiritual Directors:

From the 18th March – 19th May 2013 visitors to Chichester Cathedral were able to experience a Labyrinth in the Cathedral's North Transept. This simple installation, created in-house by Diocesan Spiritual Directors and the Cathedral's Christian Learning Committee, provided a labyrinthine path for visitors to walk, inviting them to experience this ancient symbol. Four banners, drawing from the Piper tapestry were also incorporated into the installation. This project was very well supported by a number of the Cathedral community who helped to steward the Labyrinth.

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Chichester Fine Art Students Exhibition:

An exhibition of work by second year Fine Art students at the University of Chichester was held in the North Transept from 4th – 24th June 2013. The students devoted part of their second year to projects that explored the nature of contexts beyond the academy. This exhibition saw an extraordinary range of works by a group of students who elected to create artworks in response to Chichester Cathedral. From faith to existential angst, this exhibition offered an interesting insight into how an ancient and resonant space impacted upon the individual thinking of these developing artists.

Jacqui Parkinson Exhibition:

The Cathedral hosted a successful exhibition by textile artist Jacqui Parkinson from 23rd July – 29th August 2013 in the North Transept: *'The Beatitudes' and 'Our Father'*. Jacqui, who has a background in performance art, described her work as designed to 'catch the eye and challenge the mind' and used different materials and techniques to achieve this. *'The Beatitudes'* was comprised of ten artworks – large photographs embellished with stitching and textiles. *'Our Father'* was based on the Lord's Prayer and consisted of a further ten individual tapestries exploring the words and ideas behind the Lord's Prayer.

Randy Klein Exhibition:

Randy Klein presented his exhibition *'Moment to Moment – A Pilgrimage'* in the North Transept from 6th September – 30th October 2013. Randy Klein is an artist with an international reputation: he has artworks in the Museum of Modern Art in New York, the Victoria and Albert Museum, the Tate, and the Brooklyn Museum. This exhibition consisted of a collection of more 100 sculptures displayed on a narrow raised table that wound around the North Transept in a number of different directions. Randy Klein described his exhibition as 'a journey which transformed the playful depiction of the 'stuff' of daily life – the exuberance of childhood, family, relationships – into a spiritual awakening.' This exhibition was visually very striking and the Cathedral's visitors responded very positively to its overarching theme.

LouLou Morris Exhibition:

LouLou Morris presented her exhibition: *'Rebuilder'* in the North Transept, from 5th – 27th November 2013. LouLou, a tapestry artist, was the Cathedral's 2013 Artist in Residence and she returned in November to stage an exhibition of her work. The main work in the exhibition was 'Rebuilder' a woven tapestry begun during her residency in February 2013. The title of the piece 'Rebuilder' referred to the theme of LouLou's residency - the collapse of the Cathedral spire in 1861 and its subsequent rebuilding. Visitors thoroughly enjoyed stopping to chat with Lou Lou as she worked on her tapestry in the Cathedral's North Transept, on a loom especially installed for this purpose. In this way, visitors were able to get an insight into the painstaking and fascinating weaving process.

Louise Gardam Exhibition:

The Cathedral also hosted a successful exhibition *'The Inner Voice'* by Louise Gardam, from 4th March 2014, in the North Transept. Louise Gardam paints abstract paintings without any preparatory sketches, drawing from her subconscious – what she describes as a 'meditative inner voice.' She uses oils, acrylic and enamel, and the technique of graffito. The resulting works were both delicate and dynamic, and often very beautiful. This exhibition explored ideas around intuition and how a person's intuitive responses and/or guidance might be a sacred gift. Visitors to this exhibition explored these themes in the visitors' book and seemed to appreciate the abstract and complex nature of the works. Louise paid particular attention to the presentation of her paintings and built a bespoke structure in the North Transept that included extra lighting; this ensured that the paintings were shown to their best advantage.

Publicity/Profile/Publications:

The Visitor Services Officer has continued to advertise the Cathedral in some annual publications, although the budget for this is not substantial. Cathedral advertisements, in line with the Cathedral's branding, have been designed for this purpose. There are rarely funds available to enable ad-hoc or periodical advertising but the Visitor Services Officer tries to maintain the Cathedral's presence in key annual tourism publications, and also secures free advertising from time to time if possible.

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The Visits Department also has oversight of the Cathedral leaflets and an attractive double sided DL leaflet is distributed throughout the region via a distribution company. This arrangement is reviewed and refined year to year. This leaflet is designed to attract day to day visitors to the Cathedral.

The Visits Department also produces a quarterly events leaflet and accompanying poster. These publications are generously funded by the Friends of the Cathedral and are an essential part of the Cathedral's communications as they enable the numerous concerts, talks and lectures, exhibitions and other events, to be listed cohesively in one place for visitors. These leaflets are available in the Cathedral and throughout the Cathedral's other venues in the Close. The leaflets are also distributed to local hotels, attractions and Parish Links.

The Visitor Services Officer is also the Cathedral's Press and Media Officer. Throughout the year, the Visitor Services Officer deals with press and media enquiries relating to the many events in the Cathedral calendar and also supports the work of all the Cathedral's charities and departments. The exhibitions detailed above generated media interest as did other significant events and some of these are described here below.

The new Archbishop of Canterbury, Justin Welby came to the Cathedral as part of his 'pilgrimage of prayer' – this took place directly before his Enthronement as Archbishop. This particular day was enjoyed by hundreds of visitors who thronged into the Cathedral and throughout the streets of Chichester. During the summer the Cathedral also hosted a very successful Southern Cathedrals Festival – an annual event that celebrates the three Cathedral Choirs of Chichester, Winchester and Salisbury. The 2013 Festival was hosted in Chichester and the programme of concerts and worship was enjoyed by many. The Cathedral also hosted outdoor theatre on the South West Lawn where performances of Shakespeare's work were staged by the Rainbow Shakespeare theatre group. The period of this report also saw the city's first Festival of Chichester. This city-wide event was the first of its kind and included a great number and variety of events throughout the city, many of them held in the Cathedral's various venues. Later in the year, the Cathedral also hosted a play 'Fragmented Light'; this play took place in front of the Cathedral's famous Chagall stained glass window as it had been devised to tell the story of, and celebrate, the commissioning of the window. A man named William Reddaway and his horse, Strider, arrived at the Cathedral in October; they were riding to all the Cathedrals in the country to raise money for charity. It was also a particular delight to see beautiful new cushions installed in the Prebend stalls in the Cathedral Quire. These stunning embroidered cushions each depict a parish/Prebend and were created by the Cathedral's own talented embroiderers the Seffrid Guild.

The Visits Department also added to the Cathedral's image library by arranging photography of events throughout the year and the Visitor Services Officer is particularly grateful to Cathedral volunteers John Leslie, James Christmas and David Nicol who have helped her enormously with this.

Visual Identity:

Over recent years many of the Cathedral's departments and charities have developed their own promotional literature and this has led to a wide range of fonts, colours and logos in use. During the period of this report the Visitor Services Officer has progressed the Cathedral's Visual Identity Project. This important and timely project will rationalise the Cathedral's Visual Identity in all of these areas and produce some guidelines to ensure that all staff are producing work to a high standard and in a manner that is consistent with the Cathedral's branding. This project is being rolled out at the time of this report.

Twitter Account:

During the period of this report the Cathedral launched its own Twitter account which at the time of writing has more than 1,500 followers. This is proving a very interesting method through which to communicate the life of the Cathedral to people, and also to build relationships and foster an online community.

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Parish Links:

Work has continued on the Cathedral/Parish Links network, including a successful Parish Links Evensong in October. The Visits Department also liaises with the Links on a quarterly basis, sending them information about Cathedral events and news, and also offering to help the parishes with publicity for their own events.

Collaborations:

The Visitor Services Officer has also represented the Cathedral on the local body, Chichester Visitors Group, and has monitored the changes to Visit Chichester. The Visitor Services Officer has also collaborated with a new local scheme to train and accredit Green Badge Guides. The Visitor Services Officer also represents the Cathedral on the national body, Cathedrals Plus, and attended their annual conference.

The Visits Department also coordinated the Cathedral's participation in the Sussex Historic Churches Ride and Stride and also participated in the national event: Heritage Open Days. As part of Heritage Open Days, three 'behind the scenes' areas were opened to the public: the Library, Song School and Bishop's Chapel. This event proved to be very well attended. This event was also offered as part of the Festival of Chichester programme and was very popular.

Visits Department Support Staff:

Chapter and the Visitor Services Officer are extremely grateful for the continued efforts of Ms Carolyn Atkinson, Mrs Shona Knight who assists both the Visitor Service Officer and the Liturgy & Music Administrator and to Mrs Maria Gordon who assists both the Visitor Services Officer and the Enterprises General Manager.

Chapter and the Visitor Services Officer are also extremely grateful for the on-going commitment and dedication of the guides, doorkeepers and information desk volunteers. Sincere gratitude is particularly due to the heads of these sections Mr Jeremy Mudford and Miss Audrey Scott.

LIBRARY

Following the successful completion of the Heritage Lottery Funded project described in last year's report, this has been a year of consolidation for the Library. Dr Charlotte Hansen, the Sub-Librarian continued her fine work in establishing the Library more firmly as a significant resource for the Cathedral and wider community. A summary of activity is given below:

Inquiries/requests:

- As in previous years a number of enquiries were made to the Sub-Librarian regarding a wide range of topics. These encompassed details of the John Piper curated exhibition 'The Artist and the Church' at the Cathedral in 1944, information on The Church of the Annunciation at Brighton and Eric Gill's wash and ink drawing of the Cathedral – just to mention a few

Visits:

- The Library received visitors on a regular basis ('Behind the Scenes tours' and specialist guided tours, Chichester Festival and Heritage Open Day), West Dean restoration and conservation students, Chichester University students and academics and researchers from a number of different institutions
- School children visited the Library as part of the Education Department's programme

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Displays in Library Display Case:

- Chichester bishops over the years
- The poet-verger Charles Crocker (coinciding with the unveiling of a blue plaque commemorating him at Kim's Bookshop, 28 South Street, Chichester)

Exhibitions:

- Photograph of the Reverend Canon Arthur Rupert Browne-Wilkinson from the Library Collection was used for an exhibition on WWI in Chichester University Chapel

Library Advisory Group:

- The Group met regularly throughout 2013-2014 to discuss future Library projects, collaborations and the paper finalised as the Chichester Cathedral Library and Archives Collection Policy (written by the Sub-Librarian, with significant input from the group). This, the first written collection policy of the Library was approved by Chapter in April 2014. It is a significant document in the sense that it encapsulates the identity of the Library and its holdings, and gives criteria for extending the collection – and for both accepting and refusing offers of books.

Current projects:

- Research on the Library corbels (volunteer)
- The Chichester Cathedral Library Collection: Tale of a Sale
The Correspondence between J.H. Pafford (Goldsmiths' Librarian of the University of London) and Canon Lowther Clarke (Library talk - Sub-Librarian)
- Caricature by F. C. Gould (1883): Our National Church: The Aegis of Liberty, Equality, Fraternity (Library talk - Sub-Librarian)

Miscellaneous:

- The Sub-Librarian represented the Cathedral at *Opening the Archives*, a celebration and exploration of pre-1700 archives at The Centre for Early Modern and Medieval Studies at the University of Sussex

TREASURY

The Cathedral Treasury, housed in the Chapel of the Four Virgins, is a public display of communion plate and other pieces of historic interest, principally on loan from parishes of the Diocese but with additionally some items of Cathedral property. The Cathedral Sub-Treasurer is the custodian of the collection.

The only addition to the collection during the year, but a most welcome one, has been the loan of three pieces from Up Marden, now part of the parish of The Octagon – villages to the north-west of Chichester. Two, and possibly all three, of these pieces have a connexion with the nearby great house of Uppark, now a National Trust property. An early 18th century communion cup and paten cover are engraved as the gift of the Countess of Tankerville (wife of the first owner of Uppark); a salver paten of the same period is engraved as the gift of Mary Lodger, believed to have had an Uppark link. The opportunity of these acquisitions has been taken to group together with them loans from other former parishes now in The Octagon: Compton, East Marden and Racton.

Last year's Report spoke of renewed interest in the fine 19th century crozier presented to Bishop Gilbert in 1866 by the clergy of the Diocese – an early example of the re-introduction into Anglican use of the episcopal staff or crozier. It is therefore good to record that during the year the crozier was restored (by experts at West Dean College) and is now in a usable condition, remaining on display in the Treasury for most of the time.

These events aside, Treasury activity has continued much as usual. In addition to the flow of individual visitors (see below) there have been a number of visits by parish groups, sometimes in conjunction with

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attendance at Evensong or a wider Cathedral visit. Some parishes continue the welcome practice of withdrawing their pieces temporarily for use or display at major festivals or special parish events. Other groups visiting the Treasury have included the Furniture History Society, taking a particular interest in the ancient wooden chests displayed there.

Treasury income (net of VAT) from the turnstile entry (50p) and other sources in the year was £1,618, some of the increase being the periodical cost of leaflets (previous year £1,444). The income figure implies some 3200 paying visitors (2900 in 2012/3). Treasury-assigned expenditure for the year was £3,632, (previous year £3,173). The year's deficit was £2,014 (£1,730 in 2012/13).

PARISH LINKS

The Cathedral Links Evensong has become a very popular service with Links attending from every corner of the Diocese. The refreshments afterwards are not only appreciated but provide an opportunity to learn what is happening in our Link Parishes. The Visits Department keeps in close contact with the Links by sending them regular updates on what is happening at the Cathedral and we welcome many of them to their Mother Church on their day of Intercession throughout the Diocese.

DIRECTOR OF GEORGE BELL INSTITUTE'S REPORT

This has been another significant year in the history of George Bell House. Rates of 'primary' use have again increased significantly while confirming the value of the House as a centre for retreats, reading groups, consultations, meetings for parish groups and occasional conferences of a religious or academic character. We believe the reputation of the House as an affordable and attractive venue has grown still more widely across the Diocese and beyond and we hope this will continue to grow. Meanwhile, proximity to the railways station has made it all the more convenient for international visitors coming down from the London airports for ecumenical or scholarly conferences. The staff at the House have worked patiently and efficiently throughout the year and to them much is owed.

CHAPTER FUND MANAGEMENT MATTERS

Reserves Policy

The Chapter manages within its overall asset base a number of permanent and restricted funds whose aims and purposes are targeted to and only usable for specific needs. The Chapter endeavours to keep any balance on income and expenditure accounts as low as practical and ensures that costs that can be properly attributed to such funds are charged to those funds before unrestricted reserves are expended.

The Chapter's aim is to ensure that the reserves of its unrestricted funds are maintained at as low a level as possible so that the income can be used for the mission and development of the Cathedral.

Overall Investment Policy

Under the Cathedrals Measure 1999 the Chapter may invest the Cathedral's funds in any of the following:

- Land.
- Funds administered for the Central Board of Finance of the Church of England by CCLA Investment Management Limited.
- Investments in which the Trustees may invest under the general power of investment in the Trustee Act 2000.

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- The improvement or development of property belonging to the Cathedral, except that endowment funds may not be used to improve or develop the Cathedral itself and its ancillary buildings.

Chapter seeks the maximum yield to be prudently achieved from a mixture of bonds and equities to deliver the mission of the Cathedral and the income needs of fifteen trust funds. Over a period of years the income and capital values should grow fast enough to counteract the effects of the rise in RPI.

During this year the average yield has been about 4.5% from a mixed portfolio of M&G Charifund and Charibond units with an average across all the trusts of about 90% in equities. The accounts reveal both continuing high yields from investments and a net increase (including additions) in capital value of £282,464.

The Finance Committee reviews the holdings at its regular meetings and monitors performance against other common investment funds in the charitable field. The Committee also monitors costs and ethical investment considerations.

FINANCIAL REVIEW OF THE CATHEDRAL'S ACTIVITIES

Introduction

These accounts have been prepared in accordance with the 2006 'Guidelines on Accounting and Reporting by English Anglican Cathedrals'.

The consolidated financial statements comprise those of the Chapter and its wholly owned subsidiary company, Chichester Cathedral Enterprises Limited.

It is considered inappropriate and impractical to consolidate the accounts prepared by The Prebendal School, the Chichester Cathedral Restoration and Development Trust, St Mary's Hospital, The Friends of the Cathedral, The Morse-Boycott Bursary Fund or The Traditional Choir Trust. Whilst members of Chapter serve on the Boards of these bodies they are managed completely independently. Under the guidelines the money received from the Trust and the Friends and related expenditure continue to be reported within the main body of the Cathedral's financial statements.

General Situation

An analysis of the principal changes in income and costs is given in Appendix 18.

English Heritage

The Cathedral received no grants from English Heritage during this period.

Other Grants and Legacies

The Cathedral was very fortunate to receive the following legacies and grants during the year:-

Legacies

The Estate of Miss S Rowden	£ 18,000
The Estate of Mrs L Blagg	£ 5,000
The Estate of Mr Bellamy	£ 5,000

Grants

Church Commissioners	£170,515
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Allchurches Trust	£ 20,000
Pallant Trust	£ 3,800

Property

Property values have been included in the balance sheet in accordance with the guidelines. Investment properties are those from which a commercial rent is obtained, consisting mostly of the South Street shops, and are included under Unrestricted Funds. Close properties are part of the Cathedral endowment and form part of the non-investment assets. Henry Adams undertook a full valuation of the Cathedral properties and this has been included in the reported accounts.

Notwithstanding their inclusion as non-investment assets it is Chapter policy to exploit the revenue potential from Close properties whenever possible without sacrificing the peaceful environment that exists within the Cathedral Precinct.

Cathedral Financial Results

The Consolidated Statement of Financial Activities, on page 48, shows that net incoming / (outgoing) resources were better than last year with a surplus of £53k compared to a deficit of £80k. The main contributing factors to the results were the Defined Benefit Scheme interest payment of £37k, Chichester Cathedral Enterprises Limited (CCEL) profits which were higher than last year by £57k due to good performance in March 2014 and write back of prior rates provisions totalling £40k.

Chichester Cathedral Enterprises Limited (CCEL) is wholly owned by Chapter and trades as Cloisters Café and Cloisters Shop and annual operating profit is covenanted to the Chapter for unrestricted use and in this period amounted to £109,524 (2012/13 - £53,423).

Financial Forecast

Budgets are prepared on an annual basis but the trend is for expenditure to rise faster than income and, as well as looking continuously to review costs and make sensible economies, ways of increasing revenue must also be found. Chapter has therefore embarked on initiatives to increase direct giving through the Stewardship system and is currently assessing the feasibility of projects designed to improve the revenue from Cathedral Enterprises and from casual visitors. Measures to promote the Cathedral with a view to increasing visitor numbers continue.

A rolling ten-year restoration and development budget is maintained for discussion with the Cathedral Trust trustees and forms the basis of the fund-raising targets. This Restoration and Development Plan was drafted this year and received by Chapter. The Chapter Architect prepares a five-year Close maintenance plan after his quinquennial inspection and report, and the funds are set aside in the budget from the CPIRR for significant projects.

Risk Assessment

Risk Identification, Assessment and Mitigation are integral parts of the Chapter's management task and are continuously reviewed. Since nearly half of the unrestricted income comes from commercial rents the most obvious risk is from an economic downturn forcing retail outlets out of business with a resultant loss of this rental income. For this reason Chapter is seeking to increase revenue from other sources.

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Administrative Office

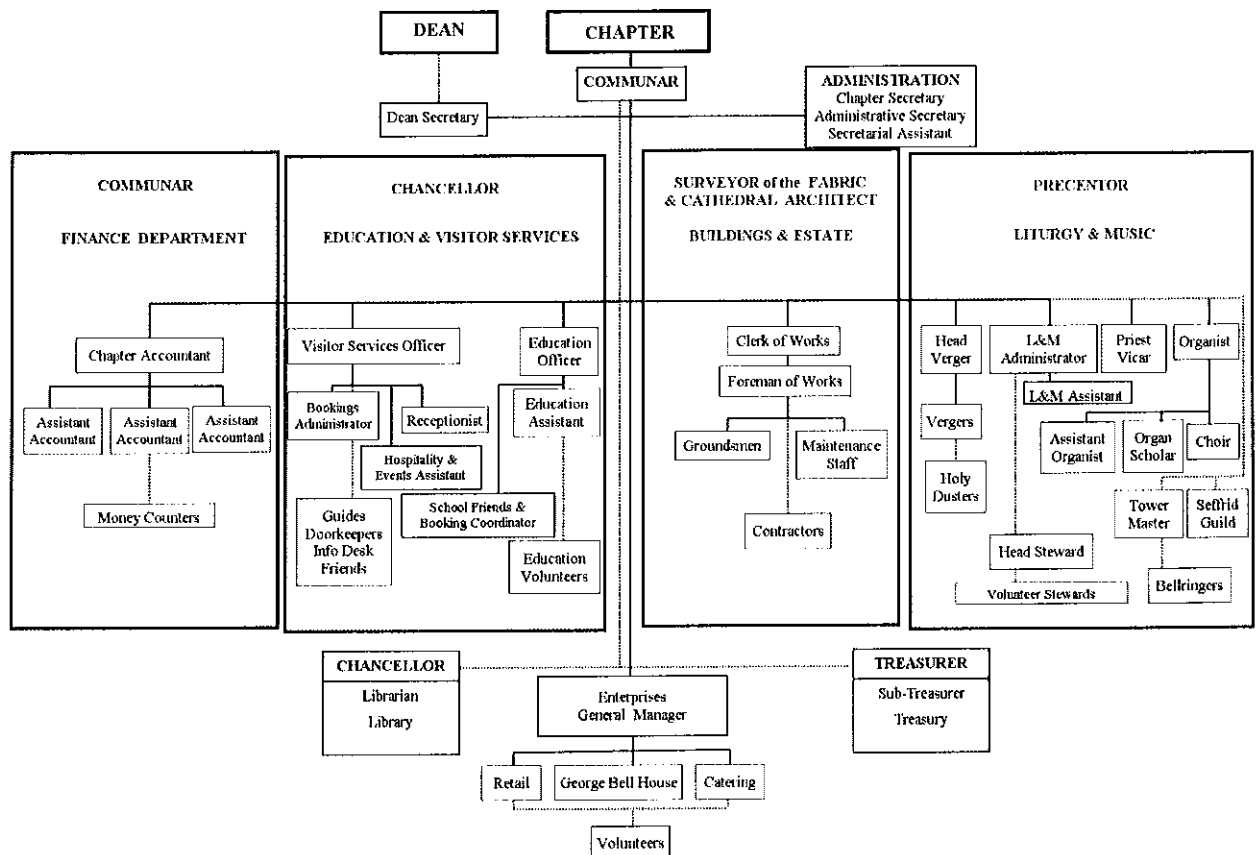
The Royal Chantry
 Cathedral Cloisters
 Chichester
 West Sussex PO19 1PT

Tel 01243 783595
 Fax 01243 812499
 www.chichestercathedral.org.uk
 info@chichestercathedral.org.uk

APPENDIX 1 - THE CATHEDRAL CHAPTER

Dean	The Very Revd Nicholas Arthur Frayling BA Hon LLD FJMU (until Feb 2014)
Precentor	The Reverend Canon Nigel Timothy Schofield BA
Chancellor	The Reverend Canon Dr Anthony Cane BA MPhil PhD
Treasurer	The Reverend Canon Ian Gibson BA MSc MA FCIPD MCMi
Prebendary of Bury	The Reverend Canon Clive Everett-Allen AKC
Lay Member	Mrs Sara Jane Stonor DL
Lay Member	Mrs Lesley Webster LLB
Lay Member	Mr Simon Bell BSc(Hons) MRINA CEng FRSA
Communar	Colonel (Ret'd) Andrew Thomas Westenberg Maynard RM MMS FCIM

APPENDIX 2 - ORGANISATION AND STRUCTURE OF THE CATHEDRAL



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APPENDIX 3

Chapter Members' Portfolios – Tasks undertaken in addition to Principal Duties

Chapter Member	Portfolio
Nicholas Frayling Dean (retired February 2014)	Cathedral Council Chairman: College of Canons Chairman of Trustees: St Mary's Hospital Chairman: Friends of Chichester Cathedral Chairman: Cathedral Enterprises Board of Directors Chairman of Trustees: Morse-Boycott Bursary Fund Chairman of Trustees: The Traditional Choir Trust Chairman: George Bell House Committee Chairman: Diocesan European Ecumenical Committee Chairman: St John's Trust Chairman of Governors, Prebendal School Member of the Prebendal School Finance and General Purposes Committee Member of Diocesan Synod Member of Bishop's Council Member of Bishop's Senior Staff Trustee: Southern Cathedrals' Festival (Chairman 2012-13) Trustee: Cathedral Restoration and Development Trust Cathedral Finance Committee Trustee: Millennium Endowment Trust Stewardship Committee Fabric Advisory Committee Cathedral Community Committee Restoration Planning Group <i>External Offices:</i> Vice-President: Pax Christi Trustee and National Chaplain: British Nuclear Tests Veterans Assoc Trustee: Institute of Food, Brain & Behaviour Trustee: Chichester Welfare Trusts Trustee: Oxmarket Centre of Arts, Chichester
Timothy Schofield Precentor (Acting Dean from March 2014)	Cathedral Council Governor: Prebendal School Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary fund Trustee: The Traditional Choir Trust Trustee: Chichester Cathedral Choristers' Association Trust Trustee: Cathedral Restoration and Development Trust Cathedral Finance Committee Stewardship Committee Cathedral Community Committee Staff Planning Group Association of English Cathedrals' Liturgy and Music Group

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	Chichester Deanery Chapter and Synod Bishops' Advisor for Ordination Review Assistant, Clergy Assisted Review of Ministry (CARM) Diocesan Advisor for Lay Reader Selection Member of Churches in Chichester Fraternal
Anthony Cane Chancellor	Governor: University of Chichester Governor: Bishop Luffa School Academy Trust, Chichester Governor: Prebendal School Canon Librarian Trustee: St Mary's Hospital Trustee: George Bell Institute Trustee: Art and Sacred Places Trustee: Morse-Boycott Bursary Fund Trustee: The Traditional Choir Trust Cathedral Enterprises Ltd: Member of the Board of Directors (Chairman from March 2014) Editor: Cathedral Newsletter and Cathedral Journal Friends Council (Chairman from March 2014) Cathedral Council Fabric Advisory Committee Cathedral Community Committee George Bell House Committee (Chairman from March 2014) Staff Planning Group Bishop's Educational Advisor for the Ordained Ministry Review Assistant, Clergy Assisted Review of Ministry (CARM) Diocesan Discipleship and Ministry Advisory Group Chairman: Visitor Information Display and Signage Committee Chairman: Education Development Group Chairman: Chancellor's Group Chairman: Exhibitions Committee Quality Nominee (Diocese of Chichester Reader training programme) Quality Adviser (SEITE – SE Institute of Theological Education) Festival of Chichester Organising Committee
Ian Gibson Treasurer	Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary Fund Trustee: The Traditional Choir Trust Trustee: St John's Trust Chaplain: St John Ambulance Brigade Sussex Academic Advisor for Ministerial Training Council Member: St John Ambulance, Sussex Member of the Pro Fide committee of the Order of St John Chair of the St John Trust

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Clive Everett-Allen Prebendary of Bury <i>(College of Canons Representative)</i>	Vicar of St Swithun's, East Grinstead Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary Fund Trustee: The Traditional Choir Trust Cathedral Council Trustee: Sackville College Almshouses, East Grinstead
Sara Stonor Lay Member	Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary Fund Trustee: Traditional Choir Trust Cathedral Council Governor: Cathedral Restoration & Development Trust (until July 2013) Cathedral/Parish Links Co-ordinator St Bartholomew's Burwash PCC Dallington Deanery Synod Diocesan Synod Canterbury Provincial Panel of the Clergy Disciplinary Measure 2003 Executive Committee of the Association of English Cathedrals Vice-Chairman: Trustees of the De La Warr Pavilion, Bexhill on Sea Vice Lord Lieutenant for East Sussex Trustee of the Sussex Historic Churches Trust
Lesley Webster Lay Member	Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary Fund Trustee: The Traditional Choir Trust Holy Trinity Hurstpierpoint PCC Hurst Deanery Synod
Simon Bell Lay Member	Trustee: St Mary's Hospital Trustee: Morse-Boycott Bursary Fund Trustee: The Traditional Choir Trust Member of PCC at St Andrews, Oving Member of Chichester Deanery
Andrew Maynard Communar	Secretary: Cathedral Council Chairman: Restoration Planning Group Chairman: Staff Planning Group Cathedral Finance Committee Secretary: Fabric Advisory Committee Clerk to the Trustees: St Mary's Hospital Managing Director: Cathedral Enterprises Ltd Administrator: Morse-Boycott Bursary Fund Administrator: The Traditional Choir Trust Trustee: Friends Council Chichester Conservation Area Advisory Committee Southern Cathedrals Administrators Meeting Cathedral Administrators and Financiers Association Stewardship Committee Cathedral Community Committee Visitor Information Display and Signage Committee George Bell House Committee

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APPENDIX 4 - MEMBERS OF THE CATHEDRAL COUNCIL

Elected/Appointed By

Baroness Detta O’Cathain, Chairman	Bishop
Colonel (Retd) Andrew Maynard RM, Secretary	Ex Officio
The Venerable Philip Jones	College of Canons
The Revd Canon Clive Everett-Allen	College of Canons
Mrs Sara Stonor DL	Bishop & Chapter
Mr Leslie Weller DL (<i>dec’d March 2014</i>)	Bishop & Chapter
The Earl of Cork & Orrery	Bishop & Chapter
Dr Brian Hanson CBE	Bishop & Chapter
Mr Anthony Bird	Bishop & Chapter
Mrs Phyllida Stewart-Roberts CVO OBE	Bishop & Chapter
Mr Richard Ashby	Cathedral Community
Mrs Maggie Saffrey	Cathedral Community
The Very Reverend Nicholas Frayling (<i>until February 2014</i>)	Chapter
The Reverend Canon Timothy Schofield	Chapter
The Reverend Canon Dr Anthony Cane	Chapter
Mrs Margaret Field	Bishop & Chapter
Mrs Susan Pyper, Lord Lieutenant of West Sussex	Bishop & Chapter

APPENDIX 5 - NOMINAL ROLL OF THE COLLEGE OF CANONS (as at 31 March 2014)

The Reverend Canon Nigel Timothy Schofield	Precentor
The Reverend Canon Dr Anthony William Nicholas Strephon Cane	Chancellor
The Reverend Canon Ian Gibson	Treasurer
The Right Reverend Mark Sowerby	Bishop of Horsham
The Venerable Douglas Henry McKittrick	Archdeacon of Chichester
The Venerable Philip Hugh Jones	Archdeacon of Lewes
The Venerable Roger Matthew Combes	Archdeacon of Horsham
The Reverend Canon William Ralph Pratt	Prebendary of Sutton
The Reverend Canon Clive Everett-Allen	Prebendary of Bury
The Reverend Canon Paul Robert Thomas	Prebendary of Mardon
The Reverend Canon Professor Robert Hannaford	Prebendary of Wightring
The Reverend Canon Dr Edward Francis Paterson Bryant	Prebendary of Fittleworth
The Reverend Canon Andrew Charles Julian Cornes	Prebendary of Woodhorn
The Reverend Canon Trevor George Buxton	Prebendary of Waltham
The Reverend Canon Dr Gavin Ashenden	Bursalis Prebendary
The Reverend Canon Dr Samuel Martin Bailey Wells	Prebendary of Bargham
The Reverend Canon Dr David James Clarke	Prebendary of Selsey
The Reverend Canon Josephine Katherine Gavigan	Prebendary of Hampstead
The Reverend Canon Nicholas Guy Wetherall	Prebendary of Somerley
The Reverend Canon Mark James Townsend Payne	Prebendary of Colworth
The Reverend Canon Dr Jeremy Frederick Worthen	Prebendary of Exceit
The Reverend Canon Lucy Eleanor Murdoch	Prebendary of Thorney
The Reverend Canon Julia Kathleen Peaty	Prebendary of Hova Ecclesia
The Reverend Canon Peter Robert Wells	Prebendary of Middleton
The Reverend Canon David Richard Frost	Prebendary of Firle
The Reverend Canon Rebecca Jane Swyer	Prebendary of Hova Villa
The Reverend Canon Simon Paul Holland	Prebendary of Ferring
The Reverend Canon Professor Loveday Constance Ann Alexander	Prebendary of Windham

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The Reverend Canon Jonathan Baldwin	Prebendary of Bishopshurst
The Reverend Canon Moira Wickens	Prebendary of Bracklesham
The Reverend Canon Martin Onions	Prebendary of Sidlesham
The Reverend Canon Jeremy James	Prebendary of Eartham
The Reverend Canon Robert Fayers	Prebendary of Gates
The Reverend Canon Ann Clarke	Prebendary of Iphthorne
The Very Reverend Dr John Edmondson	Prebendary of Seaford
The Reverend Canon Paul Seaman	Prebendary of Heathfield
<i>vacant</i>	Dean
<i>vacant</i>	Bishop of Lewes
<i>vacant</i>	Prebendary of Wisborough
<i>vacant</i>	Prebendary of Highleigh

APPENDIX 6 – CATHEDRAL OFFICERS

The Reverend Canon David Nason	Priest Vicar (until February 2014)
Ms Sarah Baldock	Organist and Master of the Choristers
Mr Howard Waddell	Head Verger
Mr Valentine Chiketa	Chapter Accountant
Ms Ruth Poyner	Visitor Services Officer
Mrs Marilyn McInnes	Education Officer (until December 2013)
Mrs Cynara Davies	Education Officer (from February 2014)
Mr Ralph Tyreman	Clerk of Works
Mr Paul Legrave	Liturgy & Music Administrator
Mr Bob Harper	Cathedral Enterprises Ltd General Manager
Mr Michael Moriarty	Sub-Treasurer
Mr Colin Kerr	Surveyor of the Fabric
Mr Richard Meynell	Chapter Architect
Mr Mark Taylor	Consultant Archaeologist

APPENDIX 7 - MEMBERS OF THE FABRIC ADVISORY COMMITTEE

Mr Leslie Weller DL, Chairman (deceased March 2014)
Colonel (Ret'd) Andrew Maynard RM, Secretary
Mr Julian Munby
Mr Robert Pulley
Mr Geoffrey Claridge
Mr Philip Jackson
Mr James Peill
Mr Clive England
Mr Simon Martin
The Reverend Canon Jeremy Davies
Mrs Karen Coke
The Very Reverend Nicholas Frayling, Dean (until February 2014)
The Reverend Canon Dr Anthony Cane
Other Members of Chapter if they so wish

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APPENDIX 8 - MEMBERS OF THE FINANCE COMMITTEE

Mr Anthony Bird, Chairman
Mr Alfred Moon – retired 25th October 2013
Mr Andrew Dunlop
Mr Nick de Zoete
Mr Michael Power
The Very Reverend Nicholas Frayling, Dean – Retired 17th February 2014)
The Reverend Canon Timothy Schofield, Precentor) All ex officio
Colonel (Ret'd) Andrew Maynard RM, Communar)
Mr Valentine Chiketa, Chapter Accountant (Secretary)

APPENDIX 9 - MEMBERS OF THE CATHEDRAL COMMUNITY COMMITTEE

Mr John Leslie (Chair)
The Very Reverend Nicholas Frayling (Vice-Chair) (until February 2014)
Mr Richard Ashby (Secretary)
Mr Jeffery Stanbridge (Cathedral Roll Officer)
Dr Richard Hancock (Chair, Stewardship Sub-Committee)
Dr Jean Bradley (Treasurer, Stewardship Sub-Committee)
Mrs Marguerite Saffery
Miss Elizabeth Walker
Mr Simon Wedgwood
Mr Robin Barratt
Mr Tim Clifford Hill (until February 2014)
Mrs Harriet Neale Stevens
Mr Michael Cox (Deanery Synod Representative)
Mrs Jennie Gurney (Deanery Synod Representative)
Mr Nicholas Light (Deanery Synod Representative)
Mr John Pollard (Deanery Synod Representative)
Mrs Rachel Moriarty (Diocesan Synod)
Mr Michael Beaman (Co-opted)
Deacon Brenda Waters (Co-opted)

Ex Officio

The Reverend Canon Tim Schofield
The Reverend Canon Dr Anthony Cane
The Reverend Canon David Nason (until February 2014)
The Reverend Dr Alison Green (from June 2013)
Colonel (Ret'd) Andrew Maynard

APPENDIX 10 - TRUSTEES OF THE CATHEDRAL RESTORATION & DEVELOPMENT TRUST

Trust Patrons

The Duke of Richmond and Gordon
Mrs Susan Pyper – Lord Lieutenant of West Sussex
Mr Peter Field – Lord Lieutenant of East Sussex

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Trustees

The Earl of Cork & Orrery, Chairman
Mrs Michael Bedford
Mr Anthony Bird
Mr Patrick Burgess MBE
Mr Daniel Hodson
The Very Reverend Nicholas Frayling (retired February 2014)
Mrs Philip Jackson
Mrs Denise Patterson
The Reverend Canon Timothy Schofield
Mrs James Sellick
Mr Daniel Stewart-Roberts
Mrs David Tupper

Honorary Governors

Mr David Hopkinson CBE RD DL
Mrs William Gunnery
Mr Trevor James
Mrs Michael Stonor DL (retired July 2013)
Mr Leslie Weller DL (passed away March 2014)

APPENDIX 11 - TRUSTEES OF THE MILLENNIUM ENDOWMENT TRUST

Mr Nicholas de Zoete, Chairman
Mr Anthony Bird
Mr Julian Biggs
The Earl of Cork and Orrery
The Very Reverend Nicholas Frayling (retired February 2014)
Mr Michael Power
Mr Julian Tregoning

APPENDIX 12 - TRUSTEES OF THE MORSE-BOYCOTT BURSARY FUND

The Very Reverend Nicholas Frayling (Chairman) (*until February 2014*)
Mr Alex Hamilton-Bird
The Reverend Canon Paul Rose
The Reverend Canon David Nason, Priest Vicar
Chapter Members

Colonel (Retd) Andrew Maynard RM, Administrator
Mr Valentine Chiketa, Treasurer

APPENDIX 13 - TRUSTEES OF THE TRADITIONAL CHOIR TRUST

The Very Reverend Nicholas Frayling (Chairman) (*until February 2014*)
The Very Reverend Michael Tavinor, Dean of Hereford (Patron)
Chapter Members

Colonel (Retd) Andrew Maynard RM, Administrator
Mr Valentine Chiketa, Treasurer

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APPENDIX 14 - DIRECTORS OF CHICHESTER CATHEDRAL ENTERPRISES LIMITED

The Very Reverend Nicholas Frayling, Chairman (until January 2014)
The Reverend Canon Dr Anthony Cane, Chairman (from January 2014)
Mr Valentine Chiketa, Company Secretary
Mr Andrew Dunlop
Mr Christopher Tod
Mr Patrick Read (until October 2013)
Mr Rupert Clevely (from January 2014)
The Revd Canon Ian Gibson (from July 2013)
Colonel (Ret'd) Andrew Maynard

APPENDIX 15 - CATHEDRAL MANAGEMENT

The Chapter is supported by the Cathedral lay staff, accountable to the Communar and functionally responsible to their Heads of Department. The key staff members are:

Liturgy and Music – Precentor

Ms Sarah Baldock	Organist and Master of the Choristers
Mr Paul Legrave	Departmental Administrator
Mr Howard Waddell	Head Verger

Education and Visitors – Chancellor

Ms Ruth Poyner	Visitor Services Officer
Mrs Marilyn McInnes	Education Officer (until December 2013)
Mrs Cynara Davies	Education Officer (from February 2014)

Accounts, Estate Management, Administration – Communar

Mr Valentine Chiketa	Chapter Accountant
Mr Ralph Tyreman	Clerk of Works
Mrs Debbie Atlee	Chapter Secretary

APPENDIX 16 - VOLUNTEER SECTION HEADS

The work of the Cathedral is supported by the dedication of some 600 volunteers, led by their Section Heads:

Vacant	Head Guide
Mr Jeremy Mudford	Head Doorkeeper
Mr Clive Stroud	Head Steward
Miss Audrey Scott	Information Desk
Mr Anthony Schofield	Money Counters
	Holy Dusters
Mr John Peskett	Servers
Mr Michael Moriarty	Sub-Treasurer
Mrs Susan Doggart	Flower Arrangers
Miss Susan Fletcher	Seffrid Guild
Mr Hamish McNaughton	Tower Captain
Mr Keith Game	Steeplekeeper
Vacant	Sunday Coffee Union

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APPENDIX 17 - PROJECTS FUNDED BY THE FRIENDS OF CHICHESTER CATHEDRAL

Albs Robes & Cassocks	842
Education extras	4,634
Visual ID guidelines	2,087
Events Leaflets 2013	2,582
Calm Software Support	1,106
School Friends (3 fixed contract)	8,133
Treasury toilets	34,892
Vergers office	261
Altar cloths & hymn books	2,182
Cathedral flowers	400
Diary system for Cathedral	4,400
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	61,519

APPENDIX 18 - COST INCREASES AND DECREASES COMPARED WITH THE PRECEDING YEAR

The significant decreases in income and increases in costs for the year, compared with the previous one were:

Income

Increase

Church Commissioners	22,124
Congregational collections and giving	4,652
Donations	105,680
Facility and other fees	21,226
Gross income of shop, refectory and other activities	37,112
Income from Chichester Cathedral Restoration & Development Trust	4,547
Income from Friends of Chichester Cathedral	7,292
Investments	7,906
Legacies	1,495
Other revenue and capital grants	3,800
Property	1,543
Tax recoverable under Gift Aid	1,866

Decrease

Grant from Allchurches Trust (EIG)	(493)
Interest receivable on short term deposits	(168)
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	218,582

Cost

Saving

Administration and finance	1,304
Archives and library	690
Charitable and other giving	4,159
Community parish and congregation	327

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Costs of facilities for visitors	17,352
Educational activities	4,561
General marketing costs	213
Gross costs of shop, refectory and other activities	19,992
Hussey Memorial Commission	569
Information technology	20,281
Interest and similar charges payable	1,252
Precincts, security and gardens upkeep	17,098
Clergy stipends and working expenses	11,274
Over Spend	
Cathedral insurance	(1,317)
Cathedral restoration	(16,574)
Clergy housing costs	(11,082)
Clergy support costs	(10,251)
Grant to Chorister Endowment B	(65,000)
Investment property costs	(60,110)
Maintenance and interior upkeep	(16,201)
Services, music and congregational costs	(3,577)
Support costs	(704)
	<u>(85,744)</u>
Net decrease in incoming resources from previous year	<u><u>132,838</u></u>

APPENDIX 19 - CHARITABLE GIVING

BRF Barnabas	500
British Inspiration Trust (BRIT)	1,000
Chestnut Tree House	500
Chichester Counselling	500
Church Army	500
Church Mission Society (CMS)	2,500
Education Plus	500
Haiti Hospital Appeal	1,000
International Gloucoma	500
L'Arche (BOGNOR HOUSE)	500
Mildmay International (Mildmay Mission Hospital)	500
Society of Mary and Martha	500
St Francis Church, Simonstown - HOME TO GROW	500
St John of Jerusalem Eye Hospital Group	1,000
Sussex Search and Rescue	500
The SmileTrain UK	500
Water Aid	1,000
West Sussex Mediation Service	500
Zane	500
	<u>13,500</u>

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APPENDIX 20 - FINANCIAL DETAILS RELATING TO CHICHESTER CATHEDRAL RESTORATION AND DEVELOPMENT TRUST

There contributions from the Trust during the financial year ended 31 March 2014 towards Cathedral Restoration were:

Lambert Barnard Paintings	1,032
Buttress 60 Electrical Power Assesment	5,009
Archive / Muniment Room	2,428
Organ Repairs	1,843
Misericord Hinged Seat	2,570
Spire Electrical Works	555
Aumbry for the Lady Chapel	8,547
East Cathedral Path	2,840
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	24,824

APPENDIX 21 - PROFESSIONAL ADVISORS

Surveyor of the Fabric	Mr Colin Kerr BA BArch DiplCons RIBA Molyneux Kerr Architects Unit 14, 112 Tabernacle Street London, EC2A 4LE
Chapter Architect	Mr Richard Meynell Broomfield, Birdham Chichester West Sussex PO20 7BA
Consultant Archaeologist	Mr Mark Taylor 115 Whyke Lane Chichester West Sussex PO19 8AU
Auditors	Sheen Stickland LLP Chartered Accountants and Registered Auditors 7 East Pallant Chichester West Sussex PO19 1TR
Commercial Property Agent	Henry Adams 14 West Pallant Chichester West Sussex PO19 1TB
Residential Property Agent	Hancock and Partners 5 Northgate Chichester PO19 1BA
Bankers	National Westminster Bank plc East Street Chichester West Sussex PO19 1HH

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Solicitors

Thomas Eggar LLP
The Corn Exchange
Baffins Lane
Chichester
West Sussex PO19 1GE