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Photographs: © John Crook, Joe Low, The Dean & Chapter of Winchester
Cover: Antony Gormley, Sound II
Above: The 12th Century Winchester Bible
Printed copies of the Statutory Report and Audited Accounts can be obtained from the Cathedral Office (see back for details)
When Jesus was being brought up in Nazareth a huge project was underway on the brow of a nearby hill to rebuild a city which boasted of the high culture of the Roman Empire. It was called Sepphoris. At Sepphoris there is a stunning mosaic, often called ‘The Mona Lisa of the Galilee’. A beautiful female face still looks out enigmatically at those who visit. It is created from a mass of individual mosaic pieces.

That in many ways is a parable of the Cathedral. It is Chapter’s job to seek to enable a stunning unity to emerge from a mass of individual pieces.

from a complex community of 107 employees, 700 volunteers, regular and occasional worshippers and a galaxy of stakeholders represented by formal committees and informal allegiances from right across the community.

Chapter has endeavoured to work towards the ‘stunning unity’ by having clear vision, mission and purposes as well as a Strategic Plan. The Strategic Plan seeks to encompass the total work of the Cathedral including its worship, its development, its structure of staff and volunteers and the crucial need for sound financial management. It has been the goal of the Dean and Chapter, and within that the Receiver General responsible for the practical management of the Cathedral’s affairs, to make sure that awareness of the big picture finds its way through the whole organisation.

The Very Revd James Atwell
Dean of Winchester
Good communication is the very life-blood of any effective organisation and especially important for our Foundation.

I mentioned in last year’s report our achievements in developing income from our properties. I am pleased to report that all of our properties have now been let, and that we look forward to a sustainable income stream from them.

The outstanding achievement this year must be the completion of the Fleury Building on the 20th December 2010 followed by its official opening on 5th March. I am particularly pleased to report that the building was completed on time and to budget. The only sadness was that our Cathedral Architect, Peter Bird and Mary Hunt, then Chairman of the Friends, were not there to witness the Abbot of Fleury open the new building. The Fleury Building is a wonderful example of the generosity of the Friends; the largest single donation they have made in the past 80 years. It demonstrates how much can be achieved when we all work together.

We have completed the upgrade of our Sage financial accounting system and will now be able to use our Sage system for all of our accounting activities. We are also operating the purchase order processing within the Sage system. This is currently being rolled out to all departments and we are looking forward to a more visible and more detailed control of our expenditure. This will be improved with the introduction this year of a new business intelligence system which will provide more timely and more accurate reporting to all budget holders and to the financial management team. We have amalgamated the Box Office and Entrance Desk systems and created an interface into our Sage system of record. The Quantum EPOS system in operation in our Catering and Retail operations has also been upgraded and incorporated into our Sage system.

For a second year we have had to battle against the snow at Christmas, having to close the Market for the first time because of the extreme weather. We did manage nevertheless to make a net profit of some £193,000 from the market and ice rink, an on-going and important contribution to our annual operating costs.

Looking ahead we are in the process of recruiting a new Cathedral Architect who will be making an important contribution to our Quinquennial Review. We will be moving on to the next stage of our Cathedral Plan, continuing to build for the future whilst preserving our historic past. There are a number of planned projects which will be referred to throughout this report.

I share these successes and aspirations with you all, for it is all of us, through our individual and joint efforts, that have made and will continue to make it all possible.

Annabelle Boyes
Receiver General & Canon Treasurer

Winchester Cathedral Annual Report & Accounts 2011
Worship –
The Precentor

This last year has proved to be fuller than most. With more weddings and other special services than ever before it is good to know the Cathedral is increasingly becoming a centre for all kinds of groups and activities. Yet we always need a watchful eye that we safeguard its sense of holiness and prayer.

Both musicians and virgers have given their time and dedication unstintingly, offering both glorious music day by day and high standards of liturgy. People have remained constant over a stable year but significant changes await us in the near future.

The Choir has been involved in the creation of several new CDs, including a highly popular disc of Christmas Music. The Girls’ Choir gave a popular tour to Stavanger back in September and the Lay Clerks and Choristers had a most uplifting trip to Prague. More locally, they have sung at local parishes in the Diocese and received generous hospitality. We have been well used by the BBC in recent months both with a live broadcast of the Eucharist on Easter Day 2010 and a splendid recording of Christmas music and poetry which was seen on Christmas Day evening. Two recordings of ‘Songs of Praise’ were also appreciated from all over the world.

Despite the lack of Government funding, the “Sing Up” project continues apace. Cooperation between the staff of Pilgrims’ School, our own musicians including the Choristers, and the County Music Staff has proved very positive. Work in the local schools results in the climax of a concert in the Cathedral and a memorable time for pupils, staff and families. We very much hope to maintain this project and it greatly increases the children’s appreciation and enjoyment of music in a special place.

Last year’s challenge to the musicians to help raise funds for the musical life of the Cathedral has had a positive effect on Choir and congregation alike. With a rich variety of fundraising activities at various levels, it has helped many people feel more engaged with this vital part of Cathedral life. It remains an annual commitment.

Although numbers of stipendiary clergy at the Cathedral remains low, we have welcomed several new priests willing to assist and preach which has been most welcome. It has made the creation of rotas far more complex, but it is a problem I welcome.

Few people realise how time consuming and complicated arranging special services in particular remains, so that things can run smoothly on the day itself.

I pay enormous tribute to the staff of the Liturgy and Music Department for their unfailing kindness and dedication. Along with them I thank the very many other people who give of their time, faithfully and seeking no reward except that of knowing that glory is given to God.

Servers, sidesmen, concert stewards, the flower team and bell ringers, all are appreciated and we owe a huge vote of thanks to them. Their major contribution makes the Cathedral seem a place which is focused and blessed.

Canon Michael St John-Channell
Precentor and Sacrist
Both musicians and virgers have given their time and dedication unstintingly, offering both glorious music day by day and high standards of liturgy.
Education & Spirituality –
Canon Chancellor

Education is a vital element of our mission. We are always looking for ways to improve what we offer without presuming on the goodwill of our volunteers.

This year, therefore, our Director of Children’s Education, Cheryl Bryan, changed the format of our Schools’ Day services: the workshop element was run mostly by the visiting teachers themselves, using the instructions provided, rather than by our volunteers. This allows us to move all four Schools’ Days into the summer term, so that they can be treated as leavers’ services, as the schools prefer.

We have been thinking of how to help student teachers use the Cathedral and its history, both in the classroom and out-of-class activities. In September the whole new intake of student teachers at the University of Winchester were given a brief induction into the sort of workshop that could be given in the church and then invited to stay for Evensong, which the majority did.

The adult education programme held two popular but contrasting series. One was on the work of the Holy Spirit, including a talk from our Canon Theologian Vernon White. The other was on Faith in Society, a probing exploration on the relationship of Church and State and the more general issue of who decides on public values. The Cathedral Fellowship programme continued and the irony of the talk on failure being hugely successful is worth repeating!

The Pastoral Team (plus Visitors’ Chaplains) has been learning too. They have heard how vital pastoral care is, and how it is exercised in diverse situations. Speakers have included Mrs Lou Scott-Joynt and chaplains from the army, hospital and university.

We were delighted to welcome Indarjit Singh as the speaker at what was to be the first interfaith lecture in the Cathedral. Dr Singh, well known as a contributor to Radio 4’s Thought for the Day, gave a characteristically vivid talk from the Sikh tradition. His observation that interfaith dialogue usually stopped at sharing polite cups of tea was met by us sharing a hospitable silence together. This was led by our own Wanda Nash and leaders of the Muslim and Jewish communities. The Bishop of Winchester attended and gave a closing blessing.

October saw the opening of the Diocesan Resources Room in the Education Centre. William Cole became its first manager, who is well known in Winchester through his previous association with SPCK. Mondays and Fridays are the usual days of business, but William is building a team of volunteers to extend opening hours. Some of the most popular items to borrow are the Godly Play kits used to tell Bible stories, but there are also audiovisual resources, as well as a wide selection of books.

We welcomed Gill Rushton as our new point of contact with the Hampshire Record Office, who provide our archival services. Gill is effectively our Cathedral Archivist, taking over from Caroline Edwards (now County Archivist). Gill has brought great commitment to the role and has been working hard on our online archival catalogue.

Two other highlights of the year were the exhibition of the National Society of Portrait Sculptors, which resulted in a clamour for at least two of the pieces to be bought for the Cathedral. The guided tours of the work were much appreciated. The other event was the Education Sunday Eucharist, which featured All Saints Winchester, Highfield Southampton and the Bishop of Winchester Academy Bournemouth. The Revd Jan Ainsworth, the Church of England’s Chief Education Officer, preached on the occasion of the 200th anniversary of the National Society for Promoting Religious Education.
The Canon Chancellor’s report mentions the changes that have taken place in schools’ days. Here the Director of Children's Education explains some of the imperatives that underlie the careful work of providing visits for school children. In 2010/11 the Cathedral welcomed 25,000 young people, in addition to those made by countless casual visitors.

Include!
Children visit from a wide range of schools, backgrounds and abilities. Quite a large proportion of our visiting children come from State schools, with no faith background. Many groups include those with special educational needs – physical, learning, emotional, sensory, or a combination of these. Our aim is make every child welcome and feel valued by providing a programme which will excite, challenge and inform.

Involve!
Schools are involved in the development of a programme for their visit from the time they first contact the Education Centre. Teachers are asked for details about the topic being studied, the level at which the children are working, their ages, and about any with special needs. This information is then used to plan their day, organise activities, and provide tours and guides, workshops and workshop leaders.

Inspire!
The Cathedral is an amazing building. Many children exclaim ‘Wow!’ as they enter the doors and have their first look down the nave. At various points in their tour children are encouraged to stand still, to listen in silence to the sounds of the building, and to look around. This enables them to experience the noise at the west end and to compare this to the quiet in the north transept and the silence in the crypt.

The Lady Chapel provides the perfect location to sit on the carpet and listen to the story of St Swithun, away from the hustle and bustle, and in a safe enclosed space. The retroquire offers a chance to light a candle before the icons and to end the tour with a Celtic blessing.

Our aim is that during their stay they will have been amazed, laughed out loud, done something unexpected in a church, gasped at a story, experienced silent reflection and felt the warmth of the Benedictine welcome. We hope that they will remember their visit warmly and that they feel drawn to return some time, to explore further the love of God in this amazing place.

The Pilgrims’ School
As a Cathedral we are proud to own the Pilgrims’ School, even though it – quite rightly – runs as a more independent institution than it did in the past. Situated in the Close, the Headmaster has often referred to the Cathedral as the ‘School Chapel’, which is just as it should be, with the Carol Service, Confirmation (this year taken by the Archbishop of Canterbury), Pre-Prep Assemblies and sometimes the Summer Concert taking place here. In turn, they generously welcome us for the Congregational Day each Autumn, for which we are hugely grateful. It was very appropriate that in his final year at the helm, Dr Brian Rees was able to announce that the school had received the accolade of 'excellent' in every area of its recent inspection. Congratulations to all concerned, and we look forward to many more years of working together.
A Year in View

APRIL
BBC Easter Broadcast
On Easter Day Winchester Cathedral sent the Singapore Grand Prix to BBC2 and the Easter Eucharist was broadcast live on BBC1 to a worldwide audience.

JUNE
Exhibitions
We had two major exhibitions in 2010. A permanent exhibition on Jane Austen, one of our most famous ‘residents’ and, over the summer, the National Society of Portrait Sculptors installed work throughout the Cathedral.

JULY
Ordinations
This year saw the return of both Deacons and Priests being ordained in the Cathedral at Peteride, a further strengthening of our role as Mother Church.

AUGUST
Outside Theatre
Outside theatre is just one of the ways in which we are making more use of the space in and around the Cathedral to welcome people from our local community.

SEPTEMBER
BBC Antiques Roadshow
The BBC returned with Fiona Bruce and the Antiques Roadshow team for recordings.

MAY
A Fundraising Tea Party
An increasingly strong link with the University saw a number of partnership events over the year, including a tea party in the Close for Christian Aid.

2010

Beauty beyond...
OCTOBER
Bishop Michael’s Resignation announced. New Bishops of Basingstoke/Southampton
Bishop Michael announced his retirement from May 2011 after 15 years of leading our Diocese. This year we also welcomed Bishop Peter of Basingstoke and Bishop Jonathan of Southampton.

FEBRUARY
New Branding and Website
Considerable work on a new look for the Cathedral’s publications and signage came to fruition with the launch of a new logo and brand, and a new, interactive website going on-line.

JANUARY
Choir Outreach
Now a firm fixture in the year, our choir outreach programme includes open days for prospective choristers and also work with children in schools from around the region.

MARCH
Opening of Fleury Building
March saw two firsts: the Fleury Building, the first ‘new-build’ at the Cathedral in over 500 years, which was opened by the Abbot of Fleury, who became our first Ecumenical Canon.

NOVEMBER
England’s Christmas Capital
Our Christmas activities proved popular this year as we helped launch the concept of England’s Christmas Capital with our partners around the city.

DECEMBER
BBC Christmas Broadcast
The BBC were back! This time for an hour long programme of carols and readings for BBC2 on Christmas Day. Also this year, the choir launched its first Christmas CD for some while, which sold an unprecedented number of copies in the first month.

2011

Winchester
England’s Christmas Capital
People

People are the Cathedral’s life-blood, and have made the building a vibrant community for almost a thousand years.

107 full and part-time staff and 700 volunteers do that today, making their contribution across the range of activities, seen and unseen. This ministry is not limited to what happens within the Cathedral, but extends into the City, County and Diocese.

The membership of the Chapter has changed this year, with John Pringle standing down after completing his maximum term of six years’ service. John has not only brought to the Chapter financial expertise but a meticulous eye for detail and a capacity for gracious hard work. He is succeeded by Dr Helen Harvey, formerly Headmistress of St Swithun’s School, Winchester and a long-standing and valued member of our congregation.

Lord Raymond Plant will continue as a Lay Canon, while continuing his work as Professor of Jurisprudence at King’s College, London and in the House of Lords. He brings his intellect and experience of government to the Cathedral’s education programme, and to Chapter. Canon Dr Vernon White, formerly our Canon Theologian has taken up the same role on the Chapter of Westminster Abbey.

Our Cathedral Council is an advisory body to Chapter, bringing further wisdom and expertise to complex task of governance. In March 2011 Council said farewell to Sir Leonard Appleyard, who has served on it with distinction since its inception and as its Chairman for the last six years. We warmly welcome Jean Ritchie QC to succeed him, and we are very grateful to both of them for their contribution. They and many others bring a wider perspective to the life of the Cathedral, not least the College of Canons, two of whom, Canon Ian Tomlinson and Canon Peter Doores, also sit on Council, further strengthening the body corporate. The College of Canons itself has now been swelled by three Ecumenical Canons – Abbot Etienne from Fleury, Revd Dr Howard Mellor from the Methodist Church and Fr Paul Townsend from St Peter’s Roman Catholic Church on Jewry Street. They not only bring the riches of other traditions to us but a shared affection for the Cathedral, based on a common inheritance of faith and a shared commitment to Christian mission today.

As partnership is key to the Cathedral, it is good to report yet further examples: at the Community Day in October a Memorandum of Understanding with the University of Winchester was signed by The Dean and Vice Chancellor; shortly afterwards, a group of our own congregation spent a long weekend with our twinned Cathedral in Newcastle upon Tyne.
Volunteering at Winchester Cathedral

The range of skills and talents that volunteers bring are extraordinary. Some are very specialised – the musicians, bell ringers, ordained clergy, broderers, flower arrangers, guides and scribes; others more prosaic but no less valued or important – the holy dusters and brass band who keep the Cathedral spick-and-span, the wardrobe team who care for the vestments and choir robes, the hospitality team, and others too numerous to list. Some bring skills gained in their professional lives. Many will learn new things as part of their volunteering role, through training and induction courses. Often a single volunteer holds multiple roles, for instance combining being a guide with working in the Morley Library and ‘holy dusting’.

Nor is volunteering the preserve of one particular age group; volunteers range from people in their twenties to those in their nineties. Some are newcomers; others have been volunteering for over 30 years. Time spent volunteering may vary from a couple of hours once a month to almost daily involvement in the Cathedral’s work. All are welcomed and each is valued. Some volunteers work very much in the public gaze; others beaver away quietly behind the scenes.

They may contribute to the daily round of prayer and worship, the special services, the pastoral care of visitors or of those who work and worship here, the maintenance and care of the building itself, the work of committees and advisory groups, the work of Chapter, income generation for the Cathedral in the retail environment of the Cathedral Shop, Cloisters or the Refectory, to welcoming those who come to us as tourists or as concert-goers and helping them to gain the most from their visit as guides, library and gallery assistants, concert stewards or those who man the information desk or to our educational work with both children and adults.

All are, at some point, likely to come into contact with visitors to the Cathedral and play their part in living out that Benedictine tradition of hospitality and welcome which underpins our life and work together. The Cathedral is indeed deeply indebted to its volunteers and their work is greatly appreciated.

In return, volunteers speak warmly of how much they themselves gain from their involvement in the life of this remarkable place; from being part of a living, working community committed to common goals, from learning new skills and benefiting from the fellowship, friendship and mutual support found within individual teams and across team boundaries. Volunteers are proud to be part of preserving the heritage of the past, supporting the Cathedral in the present age and building the heritage of the future.
Conservation & Special Projects

The work of conserving and maintaining our buildings is continuous, with our own team of maintenance and masons carrying out a considerable amount of that work. The list of projects which form part of our 15-year conservation plan is significant. This year’s work of note has included the ongoing conservation of the South Presbytery Clerestory and further refurbishment of Close properties. This is alongside daily maintenance in and out of the building, such as replacing broken stonework on the paving outside the West Front and the work commenced this year on restoring the early 18th Century swags which used to adorn the Great Screen behind the High Altar; a joint project with the World Monuments Fund. Ongoing cleaning in the Morley Library has involved refurbishment of the books and artefacts, as well as the room itself, and the relocation and cataloguing of our historic archives to the Hampshire Records Office is an excellent way of preserving them for future generations.

One of the major achievements this year was the completion and opening of The Fleury Building. The first extension to the Cathedral itself in 500 years, it provides a variety of essential facilities which have enabled the North Transept to be cleared so that it can be seen as it was intended by its builders. Funded by the Friends of the Cathedral in their 80th Anniversary year it was opened in the presence of 400 people by the Abbot of Fleury, our twin in St Benôit sur Loire France. Abbot Etienne was also installed as the first of our Ecumenical Canons, thus strengthening a centuries’ old link which was rekindled 30 years ago.

Apprenticeship Scheme
The Cathedral has an in-house maintenance and stonemasonry team, which works throughout the building and its environs. For some time we have had an apprentice stonemason, whose achievements were recognised during the year with two special awards for his work and success as part of his college learning. During the year we have extended that scheme, with a gardener and carpenter working and training with us, and plans exist to appoint an apprentice chef in the near future to work alongside our acclaimed catering team.

Providing opportunities like this is essential if we are to ensure that such skills are maintained for the future and help us with succession planning.

Looking to the Future
The Education Centre is showing wear-and-tear after fifteen years of welcoming and educating 25,000 children and young people annually. A major project is underway with a number of partners to refurbish the centre, along with building further facilities in the garden behind the Cathedral Office (No.9). We are grateful to Hampshire County Council for their support in putting together the project plan, and to the University of Winchester Archaeological Team and Oxford Archaeology for their assistance in researching the proposed site for the extension. There is a hole in our roof! Urgent remedial work is required to fix it. The scaffolding nest which will need to be installed to do so will enable us to complete the refurbishment of the Presbytery High Vault and Clerestory, and conserving the medieval glass remains a high priority. Along with cleaning and restoring the Great Screen, this forms one of the special projects to which the Receiver General refers earlier in this report.

The cost of doing this is huge and is in addition to the day-to-day maintenance of the Cathedral, its properties and worship. Planned giving, fundraising through the Deanery Book Stall and our Charity Shop, Cloisters, have been further enhanced by special events and fundraising efforts, notably by the music department. We are very appreciative of what they have achieved.

However, fundraising remains imperative as a way of life for the whole community, if we are to act as responsible guardians of our heritage and enable future generations to enjoy what we enjoy today.
This year saw the opening of the first newly built permanent addition to the Cathedral in 500 years.
A Milestone Year

Context
In previous Annual Reports we have reported on the strategic plan that sets out where Winchester Cathedral needs to be in order to face up to the challenges of the future. We can see 2010/11 as a milestone year on that journey, letting us both look back at the solid progress that has been made and look forward with renewed confidence to the exciting challenges facing us in the future. Of course, no-one is immune to external conditions. Although the intense instability of 2009 is behind us, the painfully slow recovery from the recession has undoubtedly had its impact on some of our commercial activities in particular. Despite all this we believe that the financial results demonstrate that the structural changes we have put in place in the last two years are bearing fruit.

Measuring Progress
Winchester Cathedral is a charity, and examining financial progress is not as straightforward as it can be with commercial companies. However, one of the main indicators is to look at the result on unrestricted funds, the free funds of the Charity through which flow the main sources of income and the general running costs. We generated a small surplus of £14k in 2010/11, which shows a steady improvement over the last three years from a loss of £116k in 2008/9. This result has helped to build up unrestricted reserves to 5 months of ordinary activity – an improvement, but still low for a charity of the size of the Cathedral.

Income
Total income is up £670k from £4,129k in 2009/10 to £4,799k in 2010/11, an increase of 16%. The main areas contributing to that large increase are voluntary income, which includes capital grants, increasing from £931k to £1,396k, investment income, which includes rents, increasing from £677k to £850k, and in visitor/commercial income which increased from £2,231k to £2,271k.

Voluntary Income
Voluntary income includes congregational giving, donations, legacies and fundraising. It is encouraging that congregational collections rose by £18k from £58k in 2009/10 to £76k in 2010/11 and that Gift Aid tax recovered rose by £12k. Voluntary income also includes capital grants from supporter organisations. We are hugely grateful to the Friends of Winchester Cathedral who gave £680k in grants in total during the year.
Of particular importance within the Strategic Plan is to create an increasing, regular and sustainable source of income from our properties in the Close. It is therefore highly significant that rental income from properties has risen 29% over the year from £405k to £524k, due to the completion of the conversion of No. 1 The Close from office to residential use.

Trading Income and Profit
The performance of Winchester Cathedral Enterprises Ltd (WCEL), the trading arm of the Cathedral was certainly affected by economic conditions. Compared with 2009/10, total sales fell slightly, by less than 1%. However with new lines of merchandise being introduced, the Gift Shop’s performance improved significantly, with turnover increasing by 17% and net profit increasing by £58k. Catering results were however down compared with last year. The extreme weather conditions in December had a severe impact on catering sales at the Christmas Market. Nevertheless, as can be seen from the chart, the profitability of our commercial activities has been steadily increasing over the years and WCEL covenanted a significant £253k to the Cathedral at the end of the year.

Expenditure
Operating expenditure was well controlled during the year and was within budget. This was another factor that enabled the Cathedral to end the year with an improved result compared with budget. 2010/11 was also a year in which there was considerable achievement in completing some crucial strategic major projects. Showing in the chart below under “Cathedral Upkeep”, the first major new building attached to the Cathedral for centuries was completed with the opening of the Fleury Building (£640k in 2010/11).

Now and in the Future
2010/11 was a milestone year for the Cathedral, one in which can be seen the positive results of the important strategic decisions taken by the Cathedral in the last two years. Looking ahead to 2011/12 and beyond, with the help of its friends and supporters, the Cathedral is ready to meet the challenges – major repairs to the Cathedral roof, step changes in learning and interpretation and further initiatives to strengthen the organisation’s sustainable income base. We recognise that success in the Cathedral’s mission and financial stability go hand in hand. We are intent to progress into the future on both fronts together.

Jeremy Bowden
Head of Finance
Financial Report

Consolidated statement of financial activities for the year ended 31 March 2011.

<table>
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<tr>
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<th>Unrestricted Funds 2011 £000</th>
<th>Restricted Funds 2011 £000</th>
<th>Endowment Funds 2011 £000</th>
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<td>Income from activities generating funds</td>
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<td>Income from property and investments</td>
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<td>Education &amp; outreach</td>
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<td>Other expenditure on mission</td>
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<td><strong>Net incoming resources</strong></td>
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<td><strong>Other recognised gains</strong></td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>718</td>
</tr>
<tr>
<td>Investment property</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,885</td>
</tr>
<tr>
<td>Investments</td>
<td>31</td>
<td>42</td>
<td>182</td>
<td>255</td>
<td>1,244</td>
</tr>
<tr>
<td><strong>Total Other recognised gains</strong></td>
<td>31</td>
<td>42</td>
<td>182</td>
<td>255</td>
<td>4,847</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund balances brought forward</td>
<td>2,209</td>
<td>24,887</td>
<td>4,968</td>
<td>32,064</td>
<td>27,181</td>
</tr>
<tr>
<td>Fund balances carried forward</td>
<td>2,254</td>
<td>24,947</td>
<td>5,150</td>
<td>32,351</td>
<td>32,064</td>
</tr>
</tbody>
</table>

Note: The increase in Cathedral and Precincts Upkeep in 2010/11 is due to the completion of the Fleury Building during the year [£468k]
Consolidated balance sheet as at 31 March 2011.

Incomes

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds 2011</th>
<th>Restricted Funds 2011</th>
<th>Endowment Funds 2011</th>
<th>Total Funds 2011</th>
<th>Total Funds 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property</td>
<td>86</td>
<td>13,536</td>
<td>-</td>
<td>13,622</td>
<td>13,508</td>
</tr>
<tr>
<td>Investments</td>
<td>730</td>
<td>717</td>
<td>5350</td>
<td>6,597</td>
<td>6,343</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>816</td>
<td>14,253</td>
<td>5,150</td>
<td>20,219</td>
<td>19,851</td>
</tr>
</tbody>
</table>

Non-investment assets

|                         |                          |                        |                       |                   |                   |
| Property                | 1,585                    | 10,501                 | -                     | 12,086            | 12,102            |
| Cathedral inventory and equipment | 117                      | -                      |                       | 117               | 100               |
|                         |                          |                        |                       |                   |                   |
|                         | 1,702                    | 10,501                 | -                     | 12,203            | 12,202            |

Total fixed assets

|                          | 2,518                    | 24,754                 | 5,150                 | 32,422            | 32,053            |

Current assets

|                          | 323                      | 193                    | -                     | 516               | 446               |
| Stocks                  | 115                      | -                      | -                     | 115               | 119               |
| Debtors                 | 133                      | 193                    | -                     | 326               | 250               |
| Cash at bank and in hand | 75                       | -                      | -                     | 75                | 77                |

Current liabilities

|                          | (587)                    | -                      | -                     | (587)             | (415)             |

Net current (liabilities)/assets

|                          | (264)                    | 193                    | -                     | (71)              | 11                |

Total assets less total liabilities

|                          | 2,254                    | 24,947                 | 5,150                 | 32,351            | 32,064            |

Funds

|                          | 1,620                    | 1,620                  | -                     | 1,620             | 1,428             |
| General fund             |                          |                        |                       |                   |                   |
| Property revaluation reserve | 634                      | 23,588                 | -                     | 24,222            | 24,238            |
| Music fund               | -                        | 2,190                  | -                     | 2,190             | 2,300             |
| Other funds              | -                        | 1,359                  | 2,760                 | 4,119             | 4,098             |

|                          | 2,254                    | 24,947                 | 5,150                 | 32,351            | 32,064            |

The financial information contained in this report is extracted from the Statutory Supplement and Audited Accounts for the year ended 31 March 2011 and is provided here in good faith and for information purposes only. No representations are made as to its completeness and accuracy. Copies of the Statutory Supplement and Audited Accounts are available from the Cathedral Office.
Mission Statement

Vision
Our Vision is to discover and live out the beauty of holiness.

Mission
Winchester Cathedral as dedicated to the Holy Trinity, seeks in its life to reflect the dynamic love of God revealed in Christ, through being both a servant of others in their journey of faith, and of the world in its search for meaning and inspiration, reconciliation and wholeness.

Purposes
To be a community of worship, witness and welcome with Benedictine priorities.

To witness beyond the life of the Cathedral to the universal identity of the Church.

To be a sign of the Kingdom to which God is calling through commitment to justice, to the integrity of creation and healing of individuals and communities.

To release and enable, within a caring, learning environment, the gifts of all members of the Cathedral community: (lay and ordained, staff, volunteers and members of the worshipping community).

To work for collaboration, cooperation and effective communication at all levels of Cathedral life and beyond.

To conserve and develop the beauty of the buildings, contents and estates within our care.

To thrive and not just survive.

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