Contents

The Dean 3
The Receiver General 5
Education & Spirituality 6
Worship 8
Canon Principal 9
The Lay Canons 9
A Year in View 10
The Cathedral Council 12
Head of Personnel 12
The Architect 13
The Archaeologist 13
Winchester Cathedral Enterprises Ltd. 14
Volunteering 14
Financial Report 16
And now to the future 22

The 2019 Statutory Report and Accounts are available to download from the Cathedral website and, on request, from the Cathedral Office (see back page for contact details).

www.winchester-cathedral.org.uk

Front Cover: This year saw our third Flower Festival, *Illumination*, including this amazing display celebrating the Winchester Bible, our architecture and, of course, flowers.

Images used in this report are © Winchester Cathedral, Harvey Mills and Joe Low
Cathedrals are, in many ways, flag-ships for the Church of England. During uncertain times cathedrals represent something trustworthy and eternal. The significance of English cathedrals was marked this year by the first ever National Conference for English Cathedrals and this was attended by Winchester Chapter, staff and clergy. Entitled ‘Sacred Space: Common Ground’, the conference emphasized cathedrals as places of connection for the common good.

The first task of the Cathedral is to connect people with God through prayer and worship. The rhythm of worship through the day, week and seasons shapes all Cathedral life with choral music of the highest standard, thanks to our gifted and dedicated musicians. Many regular events connect communities, including Mayor’s Mattins, Law Sunday, School Leavers’ Services and the Shipping Festival. Newer initiatives this year reached out further for connection, including an anniversary celebration of William Walker, a County Youth Service for the ending of WW1, an Alcoholics Anonymous meeting for 700 people and the live screening of the Royal Wedding of Prince Harry and Meghan Markle. For a second year Ash Wednesday saw the Cathedral buzzing with activity, as the whole ministry team offered ‘Ashes to Go’ to passers-by in The Close and observed a ‘monastic ministry day’ of prayer, engagement and service.

This great house of prayer enables people of many backgrounds to connect with the past and its deep heritage of faith. The last year has seen us approach the realization of the great ambitions of the Appeal; to conserve the glories of the Cathedral and estate and to develop resources to serve wider communities. We look forward to the completion of work in the south transept and the opening of new exhibitions. The new sound system is a great success and audibility, participation and connection are possible now throughout the building.

During the past year the Cathedral Chapter continued consultation to connect with more people with its Cathedral Vision statement. At the heart is a phrase from the Eucharistic Prayer: ‘renew us by your Spirit; inspire us with your love and unite us in the body of your Son...’. This year three Cathedral Values have also been developed: Openness; Excellence; Kindness. Four informal ‘Open Chapter’ meetings will now be held each year (in addition to the two formal annual opportunities of the Community Day and Annual meeting) in order for members of the Community Roll to meet with Chapter and consult on Cathedral strategy and issues of daily life.

Practical aspects of connection have been addressed. The Community Roll of those who worship or work or volunteer at the Cathedral is now completely renewed. A focus on Stewardship renewal took place during the autumn, encouraging generous and regular giving to the Cathedral.

The Cathedral was active in ecumenical life locally, connecting with other local churches in worship, chaplaincy in the city and pastoral outreach during the Christmas Market. Deeper relations with members of other faith communities were developed through observation of Holocaust Memorial Day and mutual support offered following terrorist atrocities overseas.

The wider Diocese was supported through hosting ordination and installation services, being a beacon for Thy Kingdom Come, hosting School Leavers’ Services and through Cathedral Chapter serving on the Bishop’s and Diocesan working groups and synods. Cathedral clergy regularly preach in parish churches of the Diocese.

The impact of proposed changes to Cathedral governance and management in the Cathedrals Working Group report continues to be carefully considered by Chapter and on-going contribution is being made to national consultation.

It was a pleasure to welcome Prof. Bill Lucas as Learning Adviser and the Rev’d Gill Sakakini, priest and artist, on placement one day a week. Canon Sue Wallace, Precentor, moved on to take up the post of Liturgical Director and Creative Worship Consultant for the ‘Transcendence’ charity.

My grateful thanks go to all those who make up Cathedral life as worshippers, volunteers, staff, team, Chapter and clergy. Cathedrals are exciting places of profound connection and Winchester Cathedral seeks connections new and old that make a difference.

The Very Rev’d Catherine Ogle
Dean of Winchester
This year saw our second Stone Festival, a celebration of craft and craftspeople from around the country.
The Receiver General

What an incredible year and what a privilege to have the opportunity to share the highlights with you in this annual report. We have completed the financial year end with an £85k surplus on the General Fund – my thanks to the whole team on this positive result. In particular, I would like to mention our trading company, WCEL’s performance. They made the highest net profit of £603k in their trading history; the largest contribution to Dean and Chapter yet.

Several factors contributed to this success – the Flower Festival Illumination inspired by the beauty and artistry of the 12th century Winchester Bible welcomed a record twenty thousand visitors in five days. Angela Turner, our designer, excelled and organised creation after creation with flowers expressing different themes and stories. The poppy composition added a poignant reminder of the sacrifices made in past wars and hope for the future, which marked 2018 as the end of WWI Centenary; a symbolic act of uniting the past and resonating with the present.

Our annual paying visitor numbers were ahead of budget, largely driven by an eagerness to see the Cathedral re-opening newly conserved sacred spaces which had been hidden during the building works.

The journey of renewal continues with the substantial works on the Dean’s residential part being concluded by the fence separating the private garden from the Dean’s River Gardens, complete with provision for hedgehog access. However, challenges remain with the public spaces in the Prior’s House regarding the lighting and the fire escapes which are currently being worked on. A further £50k has been designated this year for this purpose. The plans to provide three key workers with more modern and suitable Lay Clerk housing continues. The plans for converting the derelict stables and garages in the Old Masons’ Yard require listed building and scheduled monument consent and planning permission.

Income for Dean and Chapter was given a boost this year by the filming of *The Crown*. The marketing team are developing filming opportunities as an income stream for the future. The financial return from the filming helped to offset the rental property voids this year. I am happy to report all our properties have now been let. Unfortunately, the loss of rental revenue is always compounded by an increase in expenditure, as we use the time to carry out maintenance and refurbishment of the properties.

As I reflect over the life of our fourteen projects, from handing the keys of the Wessex Learning Centre to our Director of Learning and her team in 2014, the birth of the Volunteer Action Advisory Group and the Storytellers spring to mind. Introduced in the annual report of 2015, they were crucial in the development of the concepts for Kings & Scribes, *The Birth of a Nation* and *Decoding the Stones*. The market research forums which gathered information to test out and validate our thinking were invaluable. The significant part that the south transept team played with the evaluation of the temporary exhibition, and the feedback and learning received informed our new exhibitions content and layout. It has been a privilege to get to know so many of our volunteers, and you must take credit for the positive role and impact you have all had in playing a part in the successful development of our exhibition. My heartfelt thanks to each and every one of you for all that you do. I know Chapter will wish to join me with that sentiment.

We look forward to the next year with history in the making. ‘A place to be’ – a place of faith, hope and love. Where our work continues.

Canon Annabelle Boyes MBE
Receiver General and Canon Treasurer

‘Our annual paying visitor numbers were ahead of budget, largely driven by an eagerness to see the Cathedral re-opening newly conserved sacred spaces which had been hidden during the building works.’
The centenary of Armistice in 2018 provided a unique opportunity to mark this poignant period of national history. For example, each class of the schools attending the Cathedral in October made a poppy wreath, and each child wrote a letter to the memorial soldier standing in The Outer Close.

The Winchester Bible was fully conserved, rebound and digitized in time for its return to the Cathedral in May 2019. An empty page of the Bible was inscribed to bear witness to the conservation works of 2014 to 2019, facing the page commemorating Beatrice Forder’s earlier conservation work. This was beautifully done by head scribe Phillip Johnson and his tutor. Deep gratitude should also go to Andrew Honey at the Bodleian Library, chief conservator from the end of the second of the four volumes. Andrew continued Chris Clarkson’s valuable work and refined the binding techniques still further. An expanded series of Bible banners now hangs in the nave, replacing the damaged older set and marking the Winchester Bible’s return.

The highlight of the formal learning programme this year was the series of six talks given by Professor Alister McGrath, mostly in the quire of the Cathedral, where we benefitted greatly from the new speaker system. The one about Richard Dawkins, C S Lewis and the Meaning of Life was understandably the most popular. Top of the informal learning curriculum, however, must be the newly established Peregrine Falcon live webcam link, which has grown a devoted, not to say addicted, global viewership.

I must thank our curate Katie Lawrence before her departure for New Zealand for all that she has contributed to Education & Spirituality. In the year under review, not only did Katie take responsibility for Children’s Church between the departure of Rosemary Durward and the appointment of Priscilla Welch, but she also developed a profoundly spiritual tour based on the stained glass of the building. I thank Judith Pope, too, for all she did as leader of Children’s Corner.

Considerable voluntary commitment by Churches Together in Winchester meant that the Cathedral’s Mission Chalet was staffed for most of the available hours of the Christmas Market. The training was given by a team led by Canon Mark Collinson. The United Church led on a Saturday session of craft under the banner of Messy Church. A Christmas trail around the Inner Close was added to the resources offered to families with young children, complete with a sticker for finishers, developed in collaboration with Cheryl Bryan, Director of Learning, and our new Learning Officer, Aisha Al-Sadie. Sophie Hacker developed a new nativity scene in partnership with Stanmore Primary School.

The Celebration of Recovery in the Outer Close brought together many volunteer groups with a concern for human wellbeing. This year, to mark the centenary of the founding of Alcoholics Anonymous, it was filmed for BBC Songs of Praise. A play about the life of AA’s founder Bill Wilson, called ‘A honest soldier’, was also commissioned from Philip Glassborow and performed at the Winchester Festival.

Canon Roland Riem
Vice-Dean & Canon Chancellor

‘The Winchester Bible was fully conserved, rebound and digitized in time for its return to the Cathedral in May 2019.’
We screened the wedding of Prince Harry and Meghan Markel
Worship

Along with the rest of the world, the most poignant time of this year was Remembrance, with the added significance of the commemoration of the end of WWI. Various events were held in and around the Cathedral (including a County Youth service, exhibitions and the showing of the film War Horse). Central to the weekend was a powerful Vigil service – Daring to Hope – which included readings from newspapers, poets and a gospel reading spoken alternately in English and German. It also included a petal drop from the Nave Roof during The Last Post.

As I was looking through the Cathedral diary to compile this article, it brought home to me the incredible variety of services that we host. As well as the minimum three services a day in our daily round, the Opus Dei, there have been many occasions of great sadness, joy and thanksgiving. It is often the smaller services that hold the most intensity. These services included Saying Goodbye, a service for those who have lost a child in pregnancy, birth or infancy, and also a special service – Stronger Together - for the homeless in Winchester and those involved in supporting and helping them. We held memorial services for Ken Thornber, former leader and chairman of Hampshire County Council who was an unwavering support to the Cathedral’s mission, and Surgeon Vice-Admiral Tony Revell, a great friend to many and a true ‘pillar’ of the Cathedral. The Nave was full to the gunnels for a celebration of the life of Alex Halliday, a teacher at The Pilgrims’ School who died in his early 40s after a short but full-on battle with cancer. Despite the circumstances, the Cathedral was filled with joyful remembrance and laughter.

Other major services during the year included an Evensong marking the 70th anniversary of the National Health Service, and a diocesan farewell to the Rt Rev’d Jonathan Frost as he moved from being Bishop of Southampton to York Minster as their Dean. We also marked the 100th anniversary of the death of someone to whom we are all extremely grateful – none other than the diver William Walker, which included the laying of flowers at his memorial by members of his family. We also said farewell to our Canon Precentor, Sue Wallace, as she left Winchester to take up a new post with a charity. Our voluntary choirs continue to prosper.

Two events that have not happened before were a wonderful Evensong marking William of Wykeham when the Boy Choristers and Lay Clerks were joined by the Chapel Choir of Winchester College and the Choristers of New College Oxford for a bit of a musical extravaganza. The Cathedral also played host to a live streaming of the wedding of Prince Harry and Meghan Markle. A special order of service was prepared and a full Nave was able to join in with the hymns.

Whilst the clergy, choirs, virgers and other staff are the ‘front’ of our services, behind the scenes there is a truly wonderful ‘army’ of people without whose hard work, support and often ingenuity they simply wouldn’t happen. Our thanks go to all our musicians, their families who give up a large part of their lives for the music, and, of course, the many volunteers who clean, dust, iron, serve, adorn with flowers, and those who welcome the congregation.

Andrew Lumsden
Director of Music

‘Sometimes the sheer variety and artistic excellence of the worship events at the Cathedral amazes and thrills me.’
Canon Principal

The role of Canon Principal helps the Cathedral express its mission and ministry at the centre of the Diocese of Winchester. Canon Mark Collinson leads the Diocese of Winchester School of Mission, based in Wolvesey, which trains and equips laity and clergy to join in God’s mission wherever God has called us to be.

The fruit of this training is celebrated in the Cathedral at two key points in the year. In July 2018 the Bishop ordained eight deacons and thirteen priests to serve in parishes across the diocese. In October the Bishop licensed four new Licensed Lay Ministers and two Licensed Lay Workers who had completed their training in the School of Mission, and welcomed a further four LLMs from other dioceses. All of these people have been nurtured to be able to understand their vocation and to fulfil their calling in licensed ministry.

At the October service, the growth of the Bishop’s Commission for Mission was evident. Whereas forty-three people were commissioned as lay pastors, worship leaders and evangelists in 2017, over one hundred were commissioned in 2018. The Cathedral is thereby launching people into varied lay ministries across the Diocese. Cathedral members are also welcome to follow these programmes that help us all to fulfil our calling as disciples of Christ.

Canon Mark Collinson
Canon Principal

Lay Canons

We have served as Lay Canons and members of Chapter throughout the year. Legal provisions require lay members to provide an important external perspective as Chapter takes forward the mission and strategy of the Cathedral.

George brings extensive managerial experience from his career in IT as well as practical knowledge of many aspects of church life and of Cathedral life through 35 years as a bellringer. He is vice chair of governors at the Pilgrims’ School, a member of the Cathedral’s Outreach Action and Advisory Group and is the Cathedral link with the Trinity Centre in Winchester.

Mark brings high-level experience in leadership, management and communications in public service organizations and of governance in the not-for-profit and charity sector. In the coming year, he will be developing a role as the Chapter’s senior link with the Cathedral’s volunteers.

During the year, we have been heavily engaged in working with Chapter to help develop the Calling and Vision booklet that sets out the future mission, vision and aspirations for Winchester Cathedral. This has been a stimulating exercise, resulting in a clear and inspiring articulation of the Cathedral’s role, future priorities and impact, rooted in a focus on the themes of Renew, Inspire and Unite.

We have been fully involved in establishing ‘Open Chapter’, our new forum taking the form of a regular pattern of open meetings where the Chapter team can engage with members of the community about all aspects of life at the Cathedral. We welcome this move and have been encouraged by the response. We hope it will strengthen further in the year ahead.

As well as seeking to contribute to the corporate life of the Cathedral, we engage fully with its mission and service. We have taken an active role in Cathedral services and events throughout the year. We felt the distinctive services at Advent, Christmas, Easter and Pentecost were particular highlights. We have also been engaged fully with the plans and preparation for the opening of the new Kings and Scribes exhibition.

Canon George Medd
Canon Mark Byford
Lay Canons and Members of Chapter
A Year in View

JUNE

Another instance of conservation in action, our second Stone Festival saw stonemasons from around the country gather to carve a piece from a single block of stone around the theme ‘Kings and Scribes’ and again fascinated onlookers.

APRIL

The Leaves of the Tree exhibition highlighted plants growing around the Cathedral grounds, botanical imagery inspired by the Bible, and what would have been found in the monastic gardens of the medieval period.

AUGUST

Work was completed on windows in the north transept and north presbytery aisle funded by the government’s First World War Memorial Fund and a private donation.

MAY

Thanks to the Wessex and Jersey members of NAFAS, over 250 bouquets formed the W from the Winchester Cathedral logo to mark both National Flower Arranging Day and to ‘launch’ our Flower Festival.

JULY

July was the starting point for a number of activities to mark the visit of Bill Wilson, founder of Alcoholics Anonymous, to Thomas Thetcher’s grave in the Outer Close, culminating in a special service in September. During the period BBC Songs of Praise visited Winchester to record a part of a programme.

SEPTEMBER

A record 20,000 visitors came to admire the stunning displays created by hundreds of flower arrangers for Illumination, a festival of flowers inspired by the Winchester Bible.
OCTOBER
The Outer Close was again the focus of the Hampshire Harvest, gathering together members of the agricultural community from around the region for activities and services.

DECEMBER
The Christmas Market and Ice Rink were very well attended, with the Market appearing in a number of top 10 listings and the introduction of a Christmas Tree to the middle of the Ice Rink.

FEBRUARY
In their second major concert our Junior Choir staged a performance of ‘Captain Noah and his floating zoo’.

NOVEMBER
A series of events to mark the 100th anniversary of Armistice Day took place at the beginning of the month, including Poppies for Peace, which saw 2,018 knitted poppies placed upon the railings around the Outer Close.

JANUARY
Following an extensive period of cleaning and conservation work, experts Plowden and Smith came to measure and make mounts for over 100 treasures in preparation for Kings and Scribes: The Birth of a Nation.

MARCH
The inaugural pancake race took place in the Outer Close with teams from choristers, schools, charities, firemen, soldiers, former mayors and even clergy taking part. Ash Wednesday activities returned, this time with the title Amazing Grace.
Cathedral Council

Last year I reported that the Cathedrals Working Group was about to publish its final report concerning the Governance of Cathedrals. It was published in the summer of 2018 and one of its recommendations was to abolish Cathedral Councils. It was said that a Cathedral Council ‘has no power to take action if it considers that there are problems with the way a Cathedral is being governed.’ As Chairman of Winchester Cathedral Council I dispute that. First of all we are there as the ‘critical friend’ of the Dean and Chapter and if we feel the Cathedral is not being run properly we say so. Fortunately we have, and always have had, an excellent working relationship with our Dean and Chapter so that any issues that have arisen have been discussed, chatted through and then resolved by mutual agreement. In addition the Cathedrals Measure of 1999 gave us power to draw any matter to the attention of the Bishop or to the Church Commissioners. Admittedly this is a very strong step to take (and it has never been used at Winchester) but this gave us the teeth if we ever felt things were going wrong.

The Cathedrals Working Group recommended that Councils should be abolished when the Government can find time to pass legislation. Thereafter the Cathedral is to be run by an expanded Chapter which will take on all ‘trustee functions’ but, as far as I can see, there will be no outside or independent scrutiny of what Chapter does. In my view that is a retrograde step. We all like to have a sounding board, a listening ear, a mentor and friend and to me that is what the Cathedral Council has done over many years and why it has worked so well.

However some members of General Synod have very recently voiced support for Cathedral Councils to continue in being and to continue to work as the ‘critical friend’ of Chapter, so perhaps the Revision Committee, which is looking at the proposed changes in legislation, will now decide to keep Cathedral Councils. I hope so. In the meantime Winchester Cathedral Council will continue to operate as it has always done and I am grateful to members of the Council who all give their time unstintingly for the good of the Cathedral.

Jean Ritchie QC
Chairman of Council

Head of Personnel

The human resources team continually aims to support our staff, who bring a wealth of experience, knowledge and goodwill to the Cathedral which enhances our community as a whole. Through this HR support, and working with line management, we effectively harness the skills and talents of the staff to support the Cathedral’s calling and vision.

This year we have provided support on a wide range of personal issues. Career and personal development guidance is also given and staff continuous professional development is a priority. With the support of various agencies, including our occupational health service, we have had positive feedback from staff who appreciate the understanding and support that the Cathedral offers in employment terms.

We are also delighted to welcome back so many of our seasonal staff to the flower festival and the Christmas Market. Among the comments we received from this diligent and diverse group of people were ‘this is the best place I have worked’, and ‘I have made friends for life working here’. We are pleased that the Cathedral’s message of kindness and friendship are encapsulated in our recruitment. It is also apparent that the emphasis on recruitment advertising is becoming more digital. Personnel have adapted our procedures which together with other recruitment methods ensures we attract a diverse range of applications.

We have continued in our own development by sharing information regarding best professional practice with other Cathedral’s and we were delighted to host the annual HR network meeting attended by representatives from thirteen other Cathedrals.

Donald Colquhoun
Head of Personnel and Training
Architect

This last year has marked the final stage of an extraordinary period in the life of the Cathedral, preparing for the opening of Kings and Scribes: The Birth of a Nation. The National Lottery Heritage funded project has been remarkable in the collective effort from all involved; in the support it has received from volunteers and donations and in the spirit that it has inspired in people to give of their best.

This last year has seen the completion of the stairs, triforium railings and gates to the Bible display area. Lighting has been fixed and stone conserved by the Cathedral Masons. In all the work undertaken the standard of finish achieved by the craftsmen has been a delight. With the building work complete the exhibition cases, associated lighting and displays have been installed transforming the south transept into a great exhibition for all to enjoy.

The work to the stone and stained glass of the north presbytery aisle and north transept windows has been concluded. With the glass removed, the Cathedral Masons skilfully worked new stones to replace those severely damaged by corroding ferramenta. In the workshops of the specialist glazier the decayed pieces of important early sixteenth century glass (instigated by Bishop Fox) have been conserved together with the rare Carolean glass and work by Christopher Whall.

Last year also saw the preparation of the latest Quinquennial Inspection report. It was good to be able to note many areas of work completed. Whilst there will always be the next project at the Cathedral, now is a time to celebrate the remarkable works that have been achieved.

Nick Cox
Cathedral Architect

Archaeologist

During the first half of the last Cathedral year the archaeologist was kept busy helping with the historical aspects of the new exhibitions, and especially the three-quarter scale replica of St Swithun’s shrine and the model of the Romanesque cathedral. The latter was a particularly interesting challenge. The model makers are to be congratulated on turning a portfolio of sketches and scale drawings, based on archaeological observations and surviving standing fabric, into a convincing representation of what the church might have looked like in around 1120 had all planned elements been completed. It beautifully complements the other model of the Cathedral in its present form.

During the second part of the year I have been hard at work writing a report on all the archaeological and historical observations made since the start of the National Lottery Heritage Fund project. This so-called ‘post-exavation’ work is an essential component of archaeological investigation and monitoring. The end product will be a 300+ page document, illustrated with photographs and plans, which it is hoped will be a valuable resource for future researchers into the history of Winchester Cathedral. So much new information has emerged from the project, ranging from discoveries about how the Cathedral was set out in 1079 to the coded messages in the presbytery vault of 1508–9.

Dr John Crook
Consultant Archaeologist
Our 797 volunteers play an integral and active part in the life of the Cathedral, giving their free time and a wealth of talent and experience to our 47 different volunteering roles.

Our Volunteer Action and Advisory Group continues to give volunteers the opportunity to discuss aspects of the National Lottery Heritage Fund project. They also provided invaluable help in planning the new exhibitions in the south transept.

In the last year there were over 160 enquiries and 94 new volunteers joined us from all walks of life, beliefs, ages and abilities.

Our 155 Tower Tours during the year gave 1133 visitors spectacular views across Winchester and the Christmas and Twilight tours gave an opportunity for a further 318 visitors to experience views of our Christmas Market

We provided twenty effective volunteer induction courses, with 85 volunteers attending.

Our volunteers provided invaluable support in making the flower festival in September a success with over 170 volunteers filling 281 slots.

A number of tours have been refreshed over the year and a couple of new guided tours have been introduced. We were able to deliver an assortment of ‘Tea and Tours’ on Saturdays including: Modern Art, Anglo Saxon, Jane Austen, and First World War along with ‘Magnificence Revealed’, Green Men and Stained Glass, which once again were popular with our visitors.

Many planned or unplanned guided tours take place throughout the year, in and out of the main tourist season, enriching our visitor experience. Also the Wednesday Summer Tours were once again on offer and were well liked by both volunteers and visitors.

All of our volunteers continue to make a valued contribution with their enthusiasm, dedication, commitment and knowledge and continue to bring measurable benefits to the Cathedral.

Sarah Williams
Volunteer Coordinator

Winchester Cathedral Enterprises Ltd

The financial year was a record for WCEL which serves to illustrate the increasing importance of well executed events and effective marketing to growth and success. The Flower Festival in September 2018, certainly a highlight of the year, turned in an outstanding contribution, far exceeding planned attendance and revenue forecasts. This was an event that captured the imagination of the public both in terms of the quality of the exhibits and the atmospheric daily “petal drop” and is a model we aspire to replicate in future events at the Cathedral.

Our world-renowned Christmas Market and Ice Rink continue to be a major public attraction and visitor numbers have reached a staggering 380,000 in the five-week period of its operation. Each year the aim is to incorporate new innovations that refresh and enhance the experience of seasonal visitors to Winchester. WCEL can now offer a Christmas Market with an eclectic choice of chalets for shopping, guaranteed skating on our covered Ice Rink and a diverse choice of catering to meet most refreshment needs.

Looking to the future, we are exploring new ideas to capitalise on the launch of the outstanding new Kings and Scribes exhibition and the reopening of north and south transepts to the public. There is much to do and I remain ever thankful for the tireless efforts of all the staff of WCEL who work so well as a team in support of our endeavours.

Damien Carpanini
Chairman of WCEL

Volunteering

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Dean Catherine puts the boy choristers through their paces for the inaugural Winchester pancake race.
Financial Report

The Dean and Chapter present the audited accounts for the year to 31 March 2019. The year finished with an unrestricted operating surplus for the year of £85k in the General Fund, and is a continuation of a now long line of financial surpluses over a number of years. This is a great achievement in light of reduced rents from empty properties due to market conditions that reduced rental income at the beginning of the year, and reduced investment income levels, offset by great returns from profits at WCEL. Good cost control is a key element in the final result.

WCEL Covenant to Chapter
All net profits from the Cathedral’s trading company Winchester Cathedral Enterprises Ltd., including the activities of Retail, Catering, Box Office and Events operations, are covenanted to Dean and Chapter. The total net profit for the year was £603k, up on budget significantly, and a record year for the company.

This year we presented Illumination — a festival of flowers, inspired by the Winchester Bible. The festival was a great success and was much applauded. The financial returns to the Cathedral exceeded our expectations and budget. The festival will return in three years.

The Winchester Cathedral Christmas Market and the Ice Rink go from strength to strength. However, we continue to manage additional and essential safety and security requirements to exceed current best practice, as well as coping with additional competition from other ice rinks in our area. We continue to provide a great visitor experience which keeps our visitors returning each year to the unrivalled location of the Cathedral Close.

The Refectory and catering operation, which has been outsourced for a number of years, continues to give the Cathedral benefit in income protection and still maintains high standards of quality and service.

The shop continues to significantly support the Cathedral in its returns, and whilst conditions in the High Street are challenging and subdued, retail continues to perform and makes a real contribution to the Cathedral.

Visitor numbers and Income
The major works programme is beginning to come to its completion. We anticipate the opening of the new exhibitions in the early part of the new financial year which will be a great attraction to our visitors. We have over the last six years kept disruption and inconvenience to our visitors to a minimum, but this coming year we will see the reward.

We anticipate the opening of the new exhibitions in the early part of the new financial year which will be a great attraction to our visitors.”
Visitor numbers saw another year of increase of 12,000 (+3%) this year to 365,000, whilst paying visitor numbers including invoiced groups increased by 2% to 123,000.

Entrance Desk income received was up (by £66k) to £776k in total. The annual entrance fee to the Cathedral represents a charge of approximately 3p per day, as a ticket offers unlimited personal returns in a year.

Voluntary Income, Grants receivable and Income from appeals and fundraising
Income from congregational collections, giving and donations decreased to £103k, from £119k. Gift Aid makes a significant contribution to our income and this year has increased to £107k. The Deanery Bookstall raised £64k which is designated towards the education of boy choristers and is included within income from appeals and fundraising. The Cloisters shop raised £25k which is shown in donations.

Grants receivable in 2018/19 were £3.204m (compared to £4.224m in 2017/18). The majority of the income received was for the Cathedral projects, with income from the National Lottery Heritage Fund, Winchester Cathedral Trust, and the Friends of Winchester Cathedral totalling £2.975m (£4.020m in 2017/18)

During the year legacies were received or recognised from seven estates totalling £124k. This is a very important additional source of income for the Cathedral.

Property Income
Property rental income received decreased to £537k, from £577k in the previous year. There were two properties which were vacant at the beginning, and occupied towards the end of the financial year, together with a property brought back onto the rental list after being used for the Dean’s temporary accommodation. At year-end all available properties were occupied.
Investment Income
Investment income received decreased in the year to £348k from £388k in the previous year. This was due to partial disposal of investments in the prior year to fund the Deanery refurbishment programme, now completed. The Prior’s House has ongoing works to be carried out.

Unrestricted Funds
Total Unrestricted funds increased by £85k to £1.72m. The Unrestricted General Fund which excludes property revaluation reserves is £1.10m, which exceeds Chapter’s reserves policy requirement of £1.0m.

Designated funds
The value of designated funds increased to £1.2m from £0.6m, due primarily to Deanery and Prior’s House Fund increasing by £0.2m, and Cathedral Projects funds increasing by £0.3k. The Deanery and Prior’s House Fund stood at year end at £0.3k, for future necessary works in the Prior’s House.

Restricted funds
During the year there were no significant movements on Restricted funds, excepting expenditure from the Day Fund on maintenance of the Cathedral Fabric for £22k, £90k of legacy income restricted to the General Fabric Fund, and £27k of income restricted to the maintenance of the Globes in the Morley library.

Volunteer time
The Cathedral continues to benefit from the vast amount of time and effort from its volunteers.

On an average day volunteers give at least 180 hours of their time or 65,700 hours per annum, over a broad spectrum of different duties around the Cathedral.

‘On an average day volunteers give at least 180 hours of their time or 65,700 hours per annum, over a broad spectrum of different duties around the Cathedral.’
Expenditure
Spend on the Cathedral projects continues with expenditure of £2.944m for 2018/19 (2017/18: £5.661m). The main areas of spend in the current year were on the new exhibition spaces, and continuing conservation of the mortuary chests and the Winchester Bible conservation.

Unrestricted major repairs and restoration cost £173k, of which £50k has been designated as spend on the Prior’s House, and £50k for the Old Masons’ Yard. Last year’s major repairs and restoration in the Designated fund included spend of £1.36m on the Deanery refurbishment now completed.

Educational and Art activities this year were £127k compared to £76k in the previous. This included £25k of costs surrounding the Jane Austen statue, and £5k relating to new initiative costs for Children’s Church.

Investing in our people
The Cathedral continues its policy of moving all staff toward the Living Wage Foundation – Living Wage.

Christiaan Beech
Head of Finance
## Consolidated statement of financial activities as at 31 March 2019

<table>
<thead>
<tr>
<th>Unrestricted Funds 2019 £000</th>
<th>Designated Funds 2019 £000</th>
<th>Restricted Funds 2019 £000</th>
<th>Endowment Funds 2019 £000</th>
<th>Total Funds 2019 £000</th>
<th>Total Funds 2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary income</td>
<td>472</td>
<td>314</td>
<td>361</td>
<td>2</td>
<td>1,149</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>–</td>
<td>1,000</td>
<td>2,513</td>
<td>31</td>
<td>3,544</td>
</tr>
<tr>
<td>Charges &amp; fees arising in the course of charitable activities</td>
<td>176</td>
<td>2</td>
<td>–</td>
<td>–</td>
<td>178</td>
</tr>
<tr>
<td>Income from activities generating funds</td>
<td>2,810</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,810</td>
</tr>
<tr>
<td>Income from property and investments</td>
<td>885</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>885</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>4,343</td>
<td>1,316</td>
<td>2,874</td>
<td>33</td>
<td>8,566</td>
</tr>
<tr>
<td><strong>Cost of generating funds</strong></td>
<td>1,998</td>
<td>1</td>
<td>10</td>
<td>–</td>
<td>2,009</td>
</tr>
<tr>
<td><strong>Net incoming resources</strong></td>
<td>2,345</td>
<td>1,315</td>
<td>2,864</td>
<td>33</td>
<td>6,557</td>
</tr>
<tr>
<td><strong>Resources expended on charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry</td>
<td>1,030</td>
<td>–</td>
<td>310</td>
<td>–</td>
<td>1,340</td>
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<tr>
<td>Cathedral and precincts upkeep</td>
<td>809</td>
<td>16</td>
<td>131</td>
<td>–</td>
<td>956</td>
</tr>
<tr>
<td>Education &amp; outreach</td>
<td>229</td>
<td>–</td>
<td>37</td>
<td>–</td>
<td>266</td>
</tr>
<tr>
<td>Other expenditure on charitable activities</td>
<td>192</td>
<td>660</td>
<td>2,284</td>
<td>–</td>
<td>3,136</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>2,260</td>
<td>676</td>
<td>2,762</td>
<td>–</td>
<td>5,698</td>
</tr>
<tr>
<td><strong>Net incoming resources</strong></td>
<td>85</td>
<td>639</td>
<td>102</td>
<td>33</td>
<td>859</td>
</tr>
<tr>
<td><strong>Other recognised gains</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-investment property</td>
<td>105</td>
<td>–</td>
<td>–</td>
<td>1,492</td>
<td>1,597</td>
</tr>
<tr>
<td>Investment property</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(935)</td>
<td>(935)</td>
</tr>
<tr>
<td>Investments</td>
<td>–</td>
<td>–</td>
<td>(5)</td>
<td>(25)</td>
<td>(30)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>105</td>
<td>–</td>
<td>(5)</td>
<td>532</td>
<td>632</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>190</td>
<td>639</td>
<td>97</td>
<td>565</td>
<td>1,491</td>
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<tr>
<td>Fund balances brought forward</td>
<td>1,546</td>
<td>566</td>
<td>1,223</td>
<td>41,219</td>
<td>44,554</td>
</tr>
<tr>
<td><strong>Fund balances carried forward</strong></td>
<td>1,736</td>
<td>1,205</td>
<td>1,320</td>
<td>41,784</td>
<td>46,045</td>
</tr>
</tbody>
</table>
Consolidated balance sheet as at 31 March 2019

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds 2019 £000</th>
<th>Designated Funds 2019 £000</th>
<th>Restricted Funds 2019 £000</th>
<th>Endowment Funds 2019 £000</th>
<th>Total Funds 2019 £000</th>
<th>Total Funds 2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>80</td>
<td>–</td>
<td>–</td>
<td>17,675</td>
<td>17,755</td>
<td>18,690</td>
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<tr>
<td>Investments</td>
<td>23</td>
<td>39</td>
<td>1,318</td>
<td>5,927</td>
<td>7,307</td>
<td>7,341</td>
</tr>
<tr>
<td></td>
<td>103</td>
<td>39</td>
<td>1,318</td>
<td>23,602</td>
<td>25,062</td>
<td>26,031</td>
</tr>
<tr>
<td><strong>Non-investment assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>875</td>
<td>–</td>
<td>–</td>
<td>18,182</td>
<td>19,057</td>
<td>17,429</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>93</td>
<td>–</td>
<td>–</td>
<td>93</td>
<td>92</td>
<td></td>
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<tr>
<td></td>
<td>968</td>
<td>–</td>
<td>–</td>
<td>18,182</td>
<td>19,150</td>
<td>17,521</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td>1,071</td>
<td>39</td>
<td>1,318</td>
<td>41,784</td>
<td>44,212</td>
<td>43,552</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks</td>
<td>117</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>117</td>
<td>127</td>
</tr>
<tr>
<td>Debtors</td>
<td>424</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>424</td>
<td>1,066</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>1,404</td>
<td>1,166</td>
<td>629</td>
<td>–</td>
<td>3,199</td>
<td>2,333</td>
</tr>
<tr>
<td></td>
<td>1,945</td>
<td>1,166</td>
<td>629</td>
<td>–</td>
<td>3,740</td>
<td>3,526</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>(1,280)</td>
<td>–</td>
<td>(627)</td>
<td>–</td>
<td>(1,907)</td>
<td>(2,524)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>665</td>
<td>1,166</td>
<td>2</td>
<td>–</td>
<td>1,833</td>
<td>1,002</td>
</tr>
<tr>
<td><strong>Total assets less total liabilities</strong></td>
<td>1,736</td>
<td>1,205</td>
<td>1,320</td>
<td>41,784</td>
<td>46,045</td>
<td>44,554</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fund</td>
<td>1,012</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,012</td>
<td>927</td>
</tr>
<tr>
<td>Property revaluation reserve</td>
<td>724</td>
<td>–</td>
<td>–</td>
<td>33,831</td>
<td>34,555</td>
<td>33,893</td>
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<tr>
<td>Property projects reserve</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,361</td>
<td>1,361</td>
<td>1,361</td>
</tr>
<tr>
<td>Music fund</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,965</td>
<td>2,965</td>
<td>2,974</td>
</tr>
<tr>
<td>Other funds</td>
<td>–</td>
<td>1,205</td>
<td>1,320</td>
<td>3,596</td>
<td>6,121</td>
<td>5,399</td>
</tr>
<tr>
<td></td>
<td>1,736</td>
<td>1,205</td>
<td>1,320</td>
<td>41,784</td>
<td>46,045</td>
<td>44,554</td>
</tr>
</tbody>
</table>

The financial information contained in this report is extracted from the Statutory Supplement and Audited Accounts for the year ended 31 March 2019 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.
And now to the future...

Chapter have set out our five-year priorities in our Calling and Vision document and articulated this under three clear aims for the way ahead.

Renew
Welcoming and working with more children, families and young people. Building a sustainable future.

Inspire
Deepening worship and refreshing learning. Exceeding expectations.

Unite
Becoming more diverse through wider social engagement. Serving the common good.

Consequently, work is beginning on updating our internal strategic plan on how this will be delivered.

On the agenda
• Go live for the opening of Kings & Scribes: The Birth of a Nation exhibition in May 2019
• Exhibition evaluation
• Reinstatement of grounds – taking down the works compound
• Official closing of National Lottery Heritage Fund works – end of October 2019
• Release of remaining project retentions – May 2020
• Systems change and upgrade for retail and ticketing in July/August 2019 onwards
• More seamless integration with our Sage financial system
• Introduction of Paymentsense in the Autumn of 2019
• Preparation and planning for our proposed change of status to an independent charitable trust
• Development of grounds and estates plan, informed by our Vision and Mission and the Quinquennial report.
• Re-lighting of the nave project
• Improving access
• Developing the website
Our exhibition, *Kings & Scribes: The Birth of a Nation* opens in May 2019, the final major part of our National Lottery Heritage Fund capital works projects.
Winchester Cathedral is the seat of the Bishop of Winchester, the Rt Rev’d Timothy Dakin, and a centre of worship and mission of the Diocese, living the mission of Jesus and serving the common good.

Mission
To renew, inspire and unite people in faith, hope and love.

Our calling
To be a Christian community of worship, witness and welcome, rooted in Benedictine values and confident of growth.

To play a full part in the mission of the Diocese of Winchester and more widely to serve the whole Church of God in Christ Jesus.

To be a sign of the Kingdom of God, seeking in partnership with others the unity, peace and justice which is God’s gift and will for the world.

To nurture Christian faith, hope and learning across the generations, using the abundant heritage of our tradition.

To be an inclusive community in which people flourish in one body through collaboration, mutual respect and shared celebration.

To conserve and develop the buildings, contents and estates in our care.

To thrive and not just survive.