



SOUTHWARK
CATHEDRAL

The Dean's Annual Report

Annual Parochial Church Meeting
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Southwark Diocesan Communications

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The Dean's Report

Any year in the life of the Cathedral has something outstanding, something about it that defines the year, something that people won't forget. Well, this past year has seen three things that have been important to Southwark Cathedral and in many ways are unforgettable.

Back in 2012, the Poet Laureate Carol Ann Duffy wrote a poem about Southwark Cathedral which she entitled *A Human Haunt*. Five years later it continues to tell a good tale:

*St Mary Overie, St Saviour, Southwark,
over the river, a human haunt in stone,
thousand years here, the sweet Thames well recalls.
Who came? Nuns, brothers, in good faith, saints,
poets— John Gower, whose blind head, look, rests
on the pillow of his books; Chaucer, imagining
the pilgrims' first steps on the endless written road
we follow now, good readers; Shakespeare,
with twenty cold shillings for a funeral bell-
players, publicans, paupers, politicians, princes,
all to this same, persistent, changing space,
between fire and water, theatre and marketplace;
us, lighting our candles in the calm cathedral,
future ghosts, eating our picnic on a bench.*

What she captured in this poem was something of the spirit of the place, something of the rich history with its various famous characters and something of the modern and challenging situation in which we find ourselves.

At the beginning of 2017 a large group of staff and some of our volunteers and committee chairs met to go through an exercise called 'Spirit of Place'. The session was run by one of

the new members of the Fabric Advisory Committee (FAC), Clare Reed. The FAC is the statutory body which helps care for the Cathedral, its buildings, environs, everything from the stones to the vestments. They advise the Chapter when new things are planned and ultimately give permission for things to be done.

In 2016 all cathedrals, with the assistance of the Cathedrals Fabric Commission for England (CFCE), had to re-appoint the membership of their FAC. We had had a few long-standing members of our FAC who had come to the end of their time with us. Peter Draper and Sir Donald Insall had been members for many years and felt that it was time to stand down. Jane Heath had been with us fewer years but had made a very valuable contribution. New times needed new skills, however, and we were delighted when we welcomed some new members under the continuing chairmanship of Canon Charles Pickstone. In addition to Clare Reed, Maurice Howard and Phillida Shaw have joined the committee alongside some members who have remained. They bring new skills. Our Cathedral Archaeologist, Natalie Cohen, was appointed as Archaeologist at Canterbury Cathedral, a much larger job and so also left us. She has been replaced by Dr Jackie Hall who is already making her mark by surveying the masonry of the Cathedral and discovering a remarkable story. She is working with the Cathedral Architect, Kelley Christ, as proposals for repairs to the masonry of the chancel are planned. This will be part of the work associated with the re-roofing of the chancel. We are grateful to the First World War Centenary Cathedral Repairs Fund for a grant of £500,000 to enable this work to go ahead. It means that since 2009 all the roofs that needed replacing have been replaced. This is a tremendous achievement and we must thank all those who have made this possible, not least our Architect working closely with the Comptroller, Matthew Knight, to enable this work to take place and to make sure that excellent applications have been made to grant making bodies.

Clare Reed had worked for many years for the National Trust. One of the things the Trust does with its properties is encourage the use of this exercise 'Spirit of Place' to try to get to the heart

of what is special and of the essence of each place. We thought that it would be a very useful thing to do as we undertake two related exercises.

The Chapter has wanted to undertake a full review of our communications for a long time. For one reason or another, however, this has not happened but a group is now working to move this forward and some of you may have helpfully completed a questionnaire which was part of the process of information and opinion gathering. The review needs to encompass every aspect of our communications, from printed material to online resources. This will include a new website. Our website is now looking tired and a bit clunky. Like it or not, most people get their information online and if the website is not up-to-date or not fit for purpose, that affects everything we do.

For 13 years we benefitted from Martin Gwilliams who had the job of Publications Administrator. This rather prosaic title hid the fact that Martin was a great graphic artist and designer. He created the printed profile of the Cathedral, the big graphics, the interesting photographs, the use of the building itself as a means of communication. Part of the skill of communications is giving a place or a product a 'brand image'. Martin created the Southwark 'brand'. Though we were sorry to lose him from the team we were delighted that he decided to expand his design skills by training in stone carving. As someone who approved of the font Gill Sans, it is good that he is following in the footsteps of the creator of that type style, Eric Gill, who was himself such a skilled artist in stone.

In deciding how to replace Martin we decided to look for someone with clear design skills. Evelin Arweck has come to us as a graphic designer, who has already proved herself to be a great member of the Cathedral staff. We are grateful to the support of the local design company, Browns, whose offices are opposite St Hugh's Church, who assisted us in the interview and appointment process.

Part of communications is the sound system in the Cathedral. A group has been working to see how we can best remedy

it. We have all noticed that it is failing to do its job, there are patches in the Cathedral where it is hard to hear and it can't seem to deal with the wide variety and timbres of voices that need to be heard. We hope that very shortly work will be done to improve the system.

The other element of communications is the signposting around the Cathedral. What we have at the moment is not adequate. We are relying on temporary banners on the railings to indicate the entrance. When people enter it isn't always clear which way to go. We are very fortunate to have Angela Samuels, Sarah Ushure and those who work in Lancelot's Link as initial welcomees. They do a wonderful job and hand on our visitors to the volunteer Welcomees and Day Chaplains who are always in the Cathedral and who are a constant presence to make sure the spiritual needs of our visitors are cared for as much as their curiosity satisfied. We are grateful to Michelle Ford, a new member of staff, who is our Volunteers' Officer, a role created after Sarah Mann stood down from the responsibility. Sarah had created the role and helped the Cathedral to take our volunteers seriously. Sarah was assiduous at the task and enabled all the volunteer groups to grow and develop.

This year saw the introduction of the £1 visitor guide, which has proved very successful. All visitors are encouraged to buy one of the guides. It also acts as a photo permit (the old photo permit system was very difficult to police) and gives people a wonderful short introduction to the glories of the place. We are grateful to Jon Dollin, our Retail and Visitor Services Manager, who has taken on responsibility for developing our engagement with our visitors, not just through this very successful guide but also by continuing to bring new experiences to the Cathedral, not least through introducing art into Lancelot's Link. Those displays are in addition to the ones in the Refectory which are looked after by what is called 'The Hanging Committee'. Chris Owens convenes this group who choose between the many artists who want to display their work in the space. We have seen some great exhibitions this year, not least by our very good friend Nicky Nicholls who is an inspirational person as anyone who heard her speak at the ROBES tenth anniversary service will know.

Jon, together with the other members of staff in the Shop, are another important part of the ministry of welcome that we seek to offer. Jon has been joined in 2016 by our new Visits and Tours Officer, Ruth Miller. Ruth is looking after all the groups that want to make a visit and cares for our team of Cathedral Guides. She is also much involved in the re-designing of our communications and the website.

So there is a great deal of work to be done in relation to communications. The question is, however, what do we want to communicate? What do we want to say to other people about Southwark Cathedral? We might each want to say something slightly different but for communications to be effective we need to be telling the same story. It was to try to discover what this is, so that those re-designing the website and the signage can have an idea of who we think we are, that we engaged in the 'Spirit of Place' exercise.

We were presented with a simple question – well on the face of it simple but in fact quite complex – 'What would you describe as UNIQUE, DISTINCT, to be CHERISHED in Southwark Cathedral?'. It's fascinating and having set us the challenge, the staff and those others present tried to come up with what they felt fell into those categories and then arrive at some kind of way to describe ourselves using these elements. The final work on that, distilling out that spirit of place, the Southwark spirit of place, is still ongoing but what came out of the discussion was fascinating. I wonder what you would choose as unique, distinct and to be cherished?

I mentioned at the beginning that there have been three events this past year that have helped me to begin to understand something of what is special about Southwark, something of the Spirit of Place, the *genius loci* as the Romans described it. From their pagan perspective, this *genius loci* was about some guardian spirit to be found in every place. For us, and the place from which we should always begin, is God.

There is nothing more important about Southwark Cathedral than the purpose for which the church was built, whether that be

back in the 7th century, or in its Norman and later manifestations. The building is to the glory of God and its purpose has nothing to do with welcoming tourists, holding grand dinners, launch parties, being a film set, a venue for a fashion show (all of which we did in 2016), but rather the place in which day in, day out the people of God offer worship.

God is the spirit of place for us, how ever else we might describe it. One of the things about Southwark that is not unique, however (every church offers worship) but is distinctive and certainly is to be cherished is our liturgical life, our life of worship.

Canon Gilly Myers as Precentor is responsible for all the services that take place in the Cathedral. Remember that every day, apart from Saturday, we have five services. Then we have special services in addition to these. This takes a great deal of organisation and planning. Canon Gilly is assisted by a Succentor. In 2016 the Reverend Stephen Stavrou, who had been Succentor and Chaplain to Guy's Campus of King's College London, was appointed as Team Vicar of St Michael, Barnes. His departure gave both King's College and the Cathedral the opportunity to re-consider this joint appointment that had been in place since the late 1990s. The student body at the campus had doubled in size during that period but chaplaincy resources had stayed the same. It was difficult to meet the demands of both halves of this post and the skill sets required were not easy to find. So it was decided to appoint a full-time Chaplain and a part-time Succentor. This resulted in the Reverend Rachel Young being installed in January 2017. Rachel takes on this new focused role, working with the Precentor in caring for the liturgy and most especially the choir.

Gilly and Rachel are assisted by Julie Dyg who looks after the reception desk at Montague Chambers and also assists with the administration of the liturgy. When she is not on Reception, her place there is taken by a team of wonderful volunteers who do a great job at giving a helpful welcome to visitors at the door and people on the phone.

With the appointment of the Rev. Preb. Dr Karowei Dorgu as the

new Bishop of Woolwich, replacing Bishop Michael Ipgrave, who moved to Lichfield as their Diocesan Bishop in 2016 (we miss both him and his wife Julia who was a much-loved member of our congregation), and the announcement from Lambeth Palace that his service of consecration as a Bishop would be at Southwark Cathedral on the Feast of St Patrick, we knew that we would be in for a great deal of work.

It was a real privilege to welcome well over 1,000 people into the Cathedral for this service. Tribute must be paid to Canon Gilly and her team who put in hours and hours of work to enable this to happen and to run as smoothly as it did. As ever, she was assisted by another volunteer, Linda Ridgers-Waite, who throughout the year looks after the rotas for the Honorary Minor Canons, Readers, Intercessors and Eucharistic Ministers. We are grateful to Linda for doing this and for all those who undertake any of these roles and enable the worship to take place, Sunday by Sunday, day by day. The liturgy is also served by a large and very professional group of Servers who are cared for by Paul Walker and Mark Charlton.

We certainly cherish our musicians, led by Peter Wright and Stephen Disley. The music at the consecration was of the very high standard that we are always used to but, I hope, never take for granted. The choristers, boys and girls, the Lay Clerks and the Honorary Lay Clerks, make sure that every Choral Evensong, every Choral Eucharist is the best that can be offered to our God. In 2016 we said goodbye to our Organ Scholar, Alex Binns, who was appointed as Assistant Organist at St Edmundsbury Cathedral. He has been replaced by Ed Hewes and we are all enjoying his exceptional skills at improvisation. We are also delighted that on each Sunday, to mark the 500th anniversary of the Reformation, the organists are playing a Bach chorale prelude. The Reformation saw a blossoming of choral and organ music in the western church and we are the inheritors and guardians of that great tradition.

As the boys were getting ready for the consecration, the girls with Stephen Disley and assisted by Susanna Bloomfield, who is

the Music and Pastoral Assistant to the Music Team as well as to the Sub Dean, were preparing to take part in a women's festival at the Royal Festival Hall. In an all-women show hosted by Sandi Toksvig, the girls performed a newly commissioned piece accompanied by an all-female orchestra. We were all so proud of them. We are also delighted that Stephen is about to launch a new CD that has been recorded of him playing the wonderful Cathedral organ, an instrument to be cherished, which is why much-needed work to the console will be undertaken in the autumn thanks to a generous bequest by the late Joan Worker.

Music in the Cathedral is also provided by two other choirs: the Thursday Singers, a volunteer choir led by Peter Wright who sing for midweek festivals and take a starring role at the ever popular carol 'Sing-In' just before Christmas, and the Merbecke Choir. This choir was designed to be a place where choristers leaving the choir can continue their singing to a high standard. It does that but it is a principally a young adults choir of the very highest quality. We were very sad to say goodbye to its Director, Huw Morgan, in 2016. Huw and his wife, Emma (herself a member of the choir), decided to move to New Zealand. We wish them well and thank them, but principally Huw, for some amazing music, elements of which were his own unique compositions. The distinctive and to be cherished feel of the worship offered at Southwark Cathedral is also due in very large part to Paul Timms and his team of vergers. Paul, with Simon, Jamie, Rob and Tom, assisted by some volunteer vergers including Jan Allan-Daniel, must be the envy of many cathedrals. They work hard and with good humour and great skill to make sure that every service, be it a consecration or Mothers' Union prayers, is as good as it can be and as dignified as it should be.

In 2016 we were fortunate to welcome the Reverend Jessie Daniels-White to the Cathedral team. Jessie is serving her 'title' which means that she is a curate, her first appointment after ordination. Jessie has had a two-stage curacy, first at St Luke, Charlton, and then moving to the Cathedral, but principally at St Hugh's, our sister church to complete her training. Canon Michael Rawson is responsible for her further

development in his role as Priest-in-Charge at St Hugh's. We are grateful to Michael for all that he does and I am personally grateful to him for the way in which he looked after everything whilst I was away on sabbatical in the autumn of 2016.

Jessie has a refreshing honesty in the way in which she does things which has proved to be a godsend for us. One morning as she officiated at Morning Prayer, she prayed in the intercessions "God bless our lovely vergers". We all said a loud "Amen" to that.

The distinctive and cherished character of our liturgy also comes from those who look after those who have joined us for worship. The Stewards, led by Linda Ridgers-Waite, do a tremendous and skilled job. For a service like Bishop Karowei's consecration with lots of different tickets to manage, people who had never been into the building before, and a great many communion stations to manage, their skills, honed each Sunday, came into play. They, together with the team of Events Stewards looked after by Nigel Skayman, ensure that when people come to Southwark they are always welcomed and they are always safe.

That aspect of safety is an important one. Something that makes us distinctive is the degree in which inclusivity is not just something we say about ourselves but something we live out day by day. In our Vision Statement to which we work we describe ourselves as:

Southwark Cathedral – an inclusive Christian community growing in orthodox faith and radical love

That commitment to inclusivity goes back a long way and, in the sense of how it is now understood in the Church of England, to 2003 when Inclusive Church as an organisation was founded following the rejection of Jeffrey John as Bishop of Reading. We are sorry that in the recent appointment process in Wales, Jeffrey's outstanding qualities and gifts and clear calling to the episcopacy have again been rejected because of his honesty about his sexuality. In 2003 my predecessor as Dean of Southwark, Colin Slee, preached a powerful sermon about the importance and centrality of inclusion in the church. The Chapter then

decided to 'sign up' as a member of Inclusive Church and we remain that, and as far as I know the only cathedral to have done so.

Inclusion is more than being open and honest about LGBTIQ+ issues, however. Inclusion is about every person, whoever they are, being welcome and being safe. I am delighted that many gay people know that Southwark Cathedral is a 'safe' place in which to come and worship God – oh that the rest of the church could be the same – but I'm also delighted that we celebrate the ministry of women; that the congregation is increasingly ethnically diverse; that through the work of the Access Group we are addressing issues relating to those who have specific access requirements (leaving space at the end of the communion rails for those who are wheelchair users is just one small but significant change) but there are other aspects of being a safe place.

At the beginning of 2017 hundreds of our staff and volunteers went through safeguarding training. Kate Singleton, the Diocesan Safeguarding Adviser and her assistant, Louise Vernon, led the sessions. In the Cathedral, safeguarding is looked after by our Comptroller, Matthew Knight and from the congregation, Cherry James but creating a 'safe church' for our children, young people and vulnerable adults is something that concerns us all. Without being suspicious of people, we need to be alert. I am grateful to Kate for her advice throughout the year. The experience of worship extends, of course, into what happens after the services, saying goodbye to people is as important as saying hello. It is also important that we spot those people who have newly arrived – we want them to come back and be part of our community. We will therefore be looking at ways in which we can all be encouraged to play our part in welcoming and caring for newcomers. Canon Michael and his team look after the Newcomers' Evenings and it is good that some of those newly arrived find themselves at those events but we need more people to be welcomed and nurtured.

One place where that can happen is, of course, at coffee after the Choral Eucharist. Some people tell me that it is a daunting thing

to go into the Education Centre if you are new or on your own. Those of us who do go in there with ease need to remember that. We are grateful to Comfort Omotosho and the members of the Hospitality Team for preparing and serving our refreshments and always with a smile and, in the case of Comfort, with a kiss. She and her husband Sunny are two of the longest-standing members of our congregation. They both contribute a huge amount to our life. I know they do it because they love God and love Southwark Cathedral but we need to thank them for decades of commitment.

So there is a great deal to be cherished in our worshipping life, something that makes us distinctive, the spirit of the place, worshipping the God who continually blesses us. But back to that question about something unique, something distinctive and something to be cherished.

Let's begin with the unique.

Last year saw the election of a new Mayor for London. Boris Johnson (now Foreign Secretary), had served London and its communities as its second mayor for eight years. Whether or not you share his politics, there are initiatives that we are grateful for: 'Boris Bikes' (they will always be called 'Boris Bikes' I suspect); the Olympics in 2012 exceeded all our expectations at every level and for us in the Cathedral the introduction of the Mayor of London's Carol Service was something that we particularly welcomed. We are grateful to Boris that that particular legacy lives on.

After a rather disappointing election campaign, Sadiq Khan emerged as our new Mayor. The next day my mobile phone rang, it was a member of his team. Our local MP, Neil Coyle, to whom we are grateful for his support, had passed my number on (I readily forgave him). "Would you allow the ceremony to inaugurate the new Mayoralty to take place in the Cathedral?" I was asked. I didn't hesitate in saying yes. That was why on Saturday 7 May 2016. I was privileged to escort Sadiq into the Cathedral to rapturous applause as he became our third Mayor and our first Muslim mayor. He had wanted all the faith

communities to be there alongside the church and that was what happened. The pictures of Mayor Sadiq acknowledging the applause from the tower space went worldwide. We were the focus of the world's media in a unique way. I got some criticism of course, particularly from those Christians who believe that no Muslim should be allowed in a Christian church; from those who believe that the church should not get mixed up with politics or politicians; from those who, frankly, just take against anything that Southwark Cathedral gets up to.

I was delighted, however, that we had been asked to be the venue. When, at the Mayor's Carol Service in December after reading to us the final lesson, John 1. 1–14, Mayor Sadiq said that coming to the Cathedral was like “coming home”, that filled me with joy. It was by then his third visit as he had come in October to sign with Bishop Christopher and others the Faith and Community declaration about London continuing ‘to be a place of welcome, generosity and equality, with respect for all’.

What it says to me is that the spirit of the place is about a quite unique level of inclusion that I've already talked about and that this is recognised to be true outside the church in the community. The fact that this can also embrace people from other faith communities is especially important, as we all know, at this time. We were therefore delighted that former Cathedral School pupil, Amir Eden, became the Chair of the Bankside Residents Forum (BRF). We are grateful that Marion Marples, who with Heather Smith are our team of SPAs, is involved in the work of BRF. This forum works with the local community in the Cathedral parish and under Amir's leadership, a lot seems to be happening with which the Cathedral is happy to be associated. Amir is a member of the congregation at Harper Road Mosque and it was very good that a large group from the Cathedral recently went along to the mosque for tea and cake and an opportunity to hear about the life of the mosque and to meet our sisters and brothers there.

When I first met Amir, now qualified as a lawyer and still living in the parish, he said to me: “You're Father Andrew. You used to

do assembly at my school". I admitted that was true. I, with my clergy colleagues, lead a weekly assembly in Cathedral School and what a joy that is for us. The children are always engaged in whatever it is that we are talking about, they sing like angels and can answer any question you ask them. Canon Michael Rawson became the Chair of Governors after Kate Wauchope stood down from the position after serving the school so well. We were all concerned when Michael took on this role. Being a school governor is extremely demanding but being the chair of the governing body even more so. Our school is served by some excellent governors and working with our Headteacher, Filiz Scott, lead an outstanding school which reflects the Cathedral's vision and aims. With our Foundation Schools of St Olave's in Orpington (where Nick Grenside is our representative on the Governing Body) and St Saviour's and St Olave's on the New Kent Road, we have three excellent schools that give our children and young people an outstanding education and welcome children of all faith communities.

We look forward to working for greater integration as this year we host a Grand Iftar during Ramadan and welcome to the Cathedral members of the Muslim community in this area.

At the same time, working ever more closely with Christians from other denominations is very important. Our links with Rouen and Bergen continue to be close and fruitful. We were delighted that as part of a diocesan group of young people led by the Reverend Erica Woof, Jude MacKinlay and Anna Sharbi went to Bergen as part of the commemoration of the 500th anniversary of the Reformation. Representatives from the Cathedral were present at Rouen Cathedral for the blessing of a new ring of bells and groups from both places have been welcomed to Southwark.

Last year I was able to report that the Bishop of Bergen, the Right Reverend Halvor Nordhaug had been installed as an Honorary Ecumenical Canon. That appointment was in recognition of the very first Ecumenical Canon, Canon Jacob Knudsen who died not long after his appointment. The

plan was for Bishop Christopher, in consultation with the Dean and Chapter, to appoint a number of such canons. This has now been done. On Sunday 19 January five canons were installed: the Reverend Steve Chalke, Father Tony Currer, the Right Reverend Paul Hendricks, the Reverend Les Isaac and the Right Reverend Bishop Donnett Thomas, to join the Bishop of Bergen and Bishop Angaelos, the General Bishop of the Coptic Orthodox Church in the United Kingdom. It is wonderful, therefore, that within the Cathedral foundation we have representatives of the Roman Catholic, Coptic, Lutheran, Baptist and Black Pentecostal communities. This provides a deep enrichment of our life.

One of the most important ecumenical projects in which we continue to be engaged is the ROBES Project. George Martin of our congregation has given magnificent leadership to the project and sees it going from strength to strength. The Cathedral group, led by one of our Wardens, Matthew Hall and the Sleep Out Committee led by our other Warden, Jill Tilley, make sure that the Cathedral is fully engaged in our work with the homeless. Thank you to those who look after the Sunday night shelter and thanks to all those who once more took part in the Sleep Out at the end of November. Those fundraising events have now raised just short of £500,000. Not only are they excellent occasions on which to raise the much-needed funds but are such fun as well. This year we were entertained by Tom Griffiths who, as well as being one of our vergers, is a member of Oompah Brass; they got people literally dancing in the aisles! So my unique element of the Spirit of Place is the very real and recognised degree of inclusion people experience at Southwark.

Then we were asked what was distinctive about the Cathedral.

My answer to that is something that doesn't make us unique but in many minds is a distinctive feature. We have a long history and it has involved some wonderful characters, from King Olav (now St Olav of Norway), to Charles Dickens, from John Gower to Isabella Gilmore. The best-known of all those who have come into contact with our church has to be William Shakespeare, however. If I'm ever leading a tour of the Cathedral, when I get

to the Shakespeare memorial in the south aisle I admit that most of those coming to the Cathedral will come to see this memorial drawn by the associations we have with the Bard. So 2016 was an exciting year for us as we joined with our neighbour the Globe Theatre (congratulations to them in their 20th anniversary year) in commemorating the 400th anniversary of his death in 1616. It was an honour for us to host the service to mark this event and to have with us on that occasion His Royal Highness The Duke of Edinburgh. Members of the Young Globe Players performed snippets from a number of the plays as part of a service which was beautifully crafted by Canon Gilly. The choir performed a newly commissioned anthem using as its text Psalm 46. We are grateful to Rupert Cousens for his work in researching a suitable text for this commission and to Philip Moore for composing such a beautiful piece of work. The history of which Shakespeare is a part, gives us so many opportunities for encouraging learning, embracing the past and the present and the future. During 2016 Canon Mandy Ford, one of our Residentiary Canons, who with Canon Leanne Roberts and Canon Stephen Hance have full time responsibilities in the Diocese, took over line management for the Education Centre. We are grateful to Cath Mitchenall for her work as Acting Education Officer from January–July 2016 following Alex Carton's departure in December 2015, and then delighted when Lisa Bewick joined at the beginning of the new academic year in September 2016. After almost eight years working as the Administrator in the Education Centre, Karen Greaves decided to look for a change in career. In her place we welcomed Emily Halton. So there have been many changes in the staff of the Education Centre, but their work continues. This would not happen without the team of volunteers who assist with the teaching and leading the trails. Over the course of the year, the Education Centre volunteers have given in excess of 750 hours of their time, which equates to more than 20 working weeks. This is enormously generous.

Education is a fast changing world and recent changes in funding are causing huge problems for all our schools. The Education Centre is not immune from this. The Trustees of the Education Centre are finding it a challenge to raise the funds we need to

run the Centre and that is why we are looking for more people to join the Circle of Support, its equivalent of the Friends. If you would be willing to join the Circle, please contact me or the Education Centre.

Talking of the Friends reminds me that we are blessed with a great group of Friends of the Cathedral. For the past eight years the Trustees of the Friends have been led by Sarah King and for the past 17 years, Kate Dean has been Secretary. Kate never fails to do a wonderful job whether it be the organisation of the Christmas Market, or arranging a talk and lunch, looking after the book sales, arranging for a trip to the theatre or keeping in touch with older Friends who can't get to the Cathedral any longer. The Friends are real friends and we are grateful for all they do.

Some may say that there are lots of other distinctive things about the Cathedral. What about the map of Zimbabwe in the nave for instance? That is there because we have enjoyed a long link as a Diocese and now as the Cathedral with the Anglican Church in Zimbabwe. I was fortunate enough a couple of years ago to visit that diocese with Canon Stephen Hance, who looks after the Cathedral's link with the Diocese of Masvingo, and with Sister Joyce Yarrow CSF, Alison Shapton and Gardener Thompson. In February 2017 I was able to return, this time with Bishop Christopher and Canon Wendy Robins in her role as Bishop's Press Officer and Director of Communications (we are grateful to Wendy and her family for all the ways they contribute to our life) and the Venerable Jane Steen, Archdeacon of Southwark (whose husband Pip is a member of our Finance Committee). This visit, however, enabled me to visit all five Anglican dioceses in the country. We began at Victoria Falls in the Diocese of Matabeleland, travelled through that vast diocese to the Diocese of Central Zimbabwe, then to Masvingo and finally Manicaland and Harare. In each I was able to visit the cathedrals and meet the Deans (most of whom I had met in Jerusalem whilst I was there on sabbatical).

More importantly however, I was able to see how the people were faring after suffering severe food shortages as a result of two years of drought. The good news is that the rains have

returned and the rivers and aquifers are filling. We saw a people resilient and hopeful and grateful for the support that has been given. In Masvingo I re-visited a project where the Cathedral congregation had paid for a bore hole and water tanks. The results were fantastic fields of maize which, we pray, will produce a wonderful crop. What was also good to hear was the success of the feeding programme financed by the congregation.

When Canon Stephen heard about the need of help to address the hunger of the people, he asked me if we could make a special appeal to the congregation one Sunday. Bishop Godfrey, the Bishop of Masvingo, wanted to set up a feeding programme through some of the diocesan schools. We asked the congregation for help and the money flooded in. Not just one but two terms of the programme were paid for immediately. We need to complete that project by financing a final term as the harvest is awaited. The result has been children saved from the terrible effects of starvation. Happy, smiling faces said it all.

What is also useful is the steady flow of money from the Shop to the artists with whom we work in Harare. They are part of a Jesuit run project called ArtPeace that is a co-operative for artists. Their work is sold in the Shop and the money sent directly to them. We are once more grateful to Jon Dollin for his commitment to this work and for those who buy these lovely carvings.

There are so many distinctive features of our life but I will stop at these, Shakespeare and Zimbabwe.

Finally, in the Spirit of Place exercise we were asked to consider what it is that we cherish. That is such a special word and concept. There is so much to cherish and it is a concept deeply embedded in our experience of God, who cherishes us 'as a nursing mother tenderly cares for her own children' as Paul describes his own godly ministry to the people of Thessalonica. It was to Isaiah that I looked for a further idea, however:

See, I have inscribed you on the palms of my hands; your walls are continually before me. Isaiah 49. 16 Dean's Report

There is something important about cherishing the building. Each generation has responsibility for it, making sure that the generation which follows has something to inherit, so that people who come after have somewhere as wonderful in which to gather and worship God. There has been one project last year that typifies that for me.

On the Feast of St Valentine 2015 we launched an appeal for the restoration of the Cathedral bells. It was a marvellous and positive occasion and money was quickly gathered to make us believe that the project would go forward. We are indebted to Alice Willington, our Development Officer (who left us in 2016 for work for a charity doing great work in Africa), for her wonderful work looking after the administration and the grant applications. Our real thanks, however, must be to our Society of Bellringers and our Ringing Master, Hannah Taylor, who worked so hard to get the information to the Chapter and the FAC that was needed to agree to the work, working with Taylors of Loughborough, who were awarded the contract, and making sure that all was in place for the bells to be removed and taken away.

That happened over the summer last year. I won't forget the final ringing on the Sunday before they were removed. The 'firing' of the bells as all twelve were rung simultaneously was a final flourish. Seeing them descend from the tower into the nave and then be driven away was very dramatic. Much of the practical detail was looked after by the Belfry Warden, Chris Giddins, working with our Works Manager, Robert Darling and our architect, Kelley Christ. Robert and his team: Martin, Gyorgy, James and Norette, look after the care and the maintenance of our rooms and buildings, from the mundane of keeping the buildings clean and serviced to the drama of making sure a three tonne bell is lowered from the tower!

So we were silent from July right through until January – no ringing for weddings, no tolls for funerals, no peals for carol services and, most importantly, no call to worship. Witnessing the bells return immediately after Christmas and seeing the two new bells named Nicholas (in memory of Dean Colin Slee), and Andrew (in recognition of the connection between our bells and the people of Scotland), was thrilling. The service of re-dedication, baptism and blessing saw Southwark Cathedral once more at its very best. The sight of the bells ranged down the centre of the nave, decorated with a river of wool designed by Angela Wright was amazing. Angela was our Lent artist in 2014 and has continued to work with us. This year the list of artists who have brought thought-provoking work into the Cathedral for Lent is added to by Liz Harrison with her installation *corrodere*.

The media coverage was tremendous, it captured people's imaginations. The credit for that must go to Rose Harding who as Development Director took on the task of harnessing media interest. Rose's day job is working with Helen Caruth and, up until the end of 2016, Francesco Pecorari in selling our conference space and so bringing income to the Cathedral. The conference business is part of the work that Southwark Cathedral Enterprises (SCE) undertakes.

Southwark Cathedral Enterprises, the Board of Directors of which is chaired by Barbara Lane, is the trading arm of the Cathedral solely owned by the Chapter. Through the conference rooms, Shop, Refectory and tourism, the directors seek to maximise income. 2016 was a challenging year for this with the uncertainties created by the EU referendum, which are ongoing and the international repercussions following the election of Donald Trump as President of the USA. In this uncertain world, our staff continue to do their very best. Rose is an expert in looking for new opportunities to create events in the Cathedral and in 2016 these included a show as part of London Art Week with world renowned performance artist Joan Jonas; a catwalk as part of London Fashion Week and a dinner in the nave for the Harvard Club of the UK who came back home to mark their centenary. The latter was catered for by the Refectory.

Davina Cox arrived in October 2016 as the new manager and we are grateful to her for her support. She came to us from the iconic Betty's Teashop in Yorkshire! Dean's Report

Following the service the bells began to be raised back into their places in the tower. It was great to be joined by the Reverend Kate Bottley (the *Gogglebox* vicar) who was with us to film part of the BBC *Songs of Praise* programme about the bells; which was broadcast at the beginning of March, the final seal on a wonderful act of cherishing.

It is cherishing the church that continues to be the driving force behind the decision to give access to the churchyard through the Cathedral and not from Cathedral Street or London Bridge. The continuing success of the Borough Market means that if the gates are open during the week, the gardens are over-run and, I'm afraid to say, are not respected nor is any part of this consecrated ground. A number of people keep reminding me that they believe the decision of Chapter to provide access in this way was wrong but we believe that whilst we wouldn't necessarily have it this way, there is nothing else we can do at the moment without spending a lot of money, which we don't have.

The churchyard garden, however, is looking wonderful and we have our Cathedral Gardner, Mark Gibbons, to thank for that. The garden will be part of the Open Garden Weekend again this year and the Deanery garden, for which he also cares, will be open to the public for the first time.

The beauty of the outside spaces is, of course, brought into the Cathedral through the work of our talented Flower Guild. Pat Ellis (Gold at Chelsea), is an artist in flowers and is supported by Gerry Hitt and many others in providing us not just with flower arrangements, but with displays that are on occasion breathtaking. The garlands around Shakespeare for the anniversary of his birth and death and the garlands for the bells to be baptised were beautiful.

We have other places that need cherishing and these include All Hallows Church. We have still not given up on our vision to

bring the church and the rest of the buildings back into life as a social mission resource for the Cathedral, parish and community. In the meantime the gardens are maintained by a faithful band of local volunteers led by George Nicholson and Kevin Ellis. As I was reminded on many occasions during my time away on sabbatical in the autumn (most of which I spent in Jerusalem as a guest of the College at St George's Cathedral), what we need to cherish are not so much the stones but the 'living stones'. The term comes from the First Letter of St Peter:

Like living stones, let yourselves be built into a spiritual house, to be a holy priesthood, to offer spiritual sacrifices acceptable to God through Jesus Christ. 1 Peter 2. 5

As St Laurence said to the Prefect of Rome, the treasure of the church is its people. The stones and the bells are important, they need cherishing, but God's people are the real focus of our love, the real focus of our cherishing.

Canon Leanne Roberts has more than a full-time responsibility looking after those considering or testing their vocation and particularly to the ordained ministry (it was good to see Gareth Davies and Emmanuel Kormi, both members of the congregation, ordained last year). In the Cathedral, however, she has a passion for spirituality and nurturing that in our lives and so is taking responsibility for planning a retreat programme. We are also thankful for the Advent vigils that she has planned and led over the last couple of years. December, whilst being wonderful, can be overwhelming and it is hard at times to find anything of Advent, so the snatches that we get are precious.

I have mentioned the Sub Dean on many occasions in this report. His responsibilities are many and varied yet the real focus of his ministry as Canon Pastor has to be about the cherishing of the people. For the very young, this is done through the work of the

crèche and JuniorXpress. There is a great team of people who look after these sessions, caring for, teaching and in many ways modelling for our children what being a disciple of Jesus is all about. The same is true of the leaders of YouthXpress. That is a small group but it has an important role in providing a home for the older young people. Connected, which is being cared for by Rachel, our Succentor, then looks after our young adults, encouraging them in their deepening discipleship.

The Mothers' Union branch that we share with St Hugh's is another manifestation of this ministry of cherishing. Ada Wilson-Jones in her role as Branch Leader provides the leadership ably supported by a committee. We are delighted that we have an MU branch and we pray for its flourishing. The Cathedral's book groups act as another forum for cherishing. Whilst the members come together to read books, in my experience, they also act as a place of fellowship and caring. My PA, Marie Tims, as well as supporting me in my ministry and attempting to keep my diary working, the correspondence flowing and my guests welcomed and catered for (what would I do without her?) acts as something of a co-ordinator for the groups.

Canon Michael works with our SPAs (Southwark Pastoral Auxiliaries) Marion Marples and Heather Smith and with our new Reader, Caroline Clifford. Caroline was admitted as a Reader in the autumn of 2016 after training on the course run by St Augustine's College, the new name for what used to be called SEITE. Caroline completes her training this year and participates both in the liturgical and preaching ministries but also engages in some pastoral work. She is also assisting Canon Michael with the preparation of candidates for baptism and confirmation this Easter.

Caring for the congregation at St Hugh's is an important part of Michael's ministry and when he is not seen on a Sunday morning at the Cathedral that means that nine times out of ten he is at St Hugh's. There he is supported by the Reverend Jessie Daniels-White who I have already mentioned, the

Reverend Linda Scott-Garnett and two Readers, Mary O'Neil and Iris Tomlins. One of the sisters from the Franciscan house just outside the Cathedral parish, Sister Gina CSF, also plays an active role there. We are also excited that this Petertide we will have a share in another curate.

David Adamson is completing the final stage of his formation for priestly ministry at the College of the Resurrection, Mirfield. David is a Southwark ordinand, brought up at St Matthias, Richmond, though he has worked with Rolls Royce in Derby and worshipped at the Cathedral there. When he was at Latimer School he was a rower but now he enjoys rock climbing. He will be ordained Deacon in the Cathedral by the Bishop of Southwark on Saturday, 1 July and will then work 60% of his time in the parish of St George the Martyr, Borough and the remaining 40% of his time at St Hugh's and the Cathedral. This is an exciting new appointment crossing our parish boundaries. The focus of his ministry is to be on the Tabard Estate, an area of social housing that is in both the St Hugh's part of the Cathedral parish and St George's parish.

In our priorities we highlighted working with the local community, re-engaging with those groups who, perhaps, we have not been so focused on in recent years. David will help us to achieve some of these goals. He will be living near St Hugh's Church and I know that you will all make him very welcome. Please pray for him as he prepares to leave Mirfield and join us.

I have already said that Michael did a magnificent job keeping the Cathedral focused and on track whilst I was on my sabbatical. My colleagues love it when he is chairing any meeting: he is resolute and fair and keeps to the task. I am trying to learn from him. I am grateful to all my colleagues for allowing me the time to have a sabbatical.

Principal amongst them is the Comptroller, Matthew Knight. The relationship between any Dean and the Cathedral Administrator is a critical one. I am truly blessed to be working with Matthew. We share similar viewpoints and priorities, we are both risk

averse and do not approve of profligacy. We understand how each other works and where our strengths and weaknesses lie. Supported by our incredibly able Accountant, Toyin Tukasi, and by Bridget Abbott, Matthew has seen the stabilisation and re-building of our finances. Other people might be more inclined to take risks but my view is that what we need at the moment is financial stability and security in uncertain times. With Toyin and Matthew and with a Finance Committee led by Richard Cornwell, we have this kind of environment. For me this all about cherishing, the place and the people, because without financial security, nothing can be achieved and everything we have can easily be put at risk.

Part of this financial stabilisation has come through two good Stewardship campaigns. The Season of Gifts has been another area of Canon Michael's responsibilities. The first 'Season' was in Epiphanytide 2016, the second a year later and we are still receiving the responses from that. This year's result has seen some very generous commitments but the number of people responding has been disappointingly low. There may be some good reasons for this but my aim and the hope of Chapter is that all members of the congregation can be committed to the act of cherishing which is at the heart of stewardship. No-one is being asked to give what they can't afford but to give sacrificially of what they have received. St Paul puts it beautifully to the people of the church in Corinth. They were in a place not dissimilar to ours; a successful, diverse city at the crossroads of the known world and Paul says to them:

Each of you must give as you have made up your mind, not reluctantly or under compulsion, for God loves a cheerful giver. 2 Corinthians 9. 7

Giving cheerfully, because we want to, that is what we want to achieve. Thank you for your own generosity. We will use your gifts wisely.

Dean's Report

*St Mary Overie, St Saviour, Southwark,
over the river, a human haunt in stone,
thousand years here, the sweet Thames well recalls.*

A unique and inclusive place, a distinct history and a living present, a cherished building and cherished people cherishing and serving their loved and loving God, does this sound a bit like the spirit of the place?

The problem with writing a report like this round a theme is that you realise that there are people you have not been able to squeeze into your format!

Principal amongst those are the friends who have died this year. We remember with love and gratitude

Valerie Godfrey
Helen Mills
Eudora Milton-King
Sam King

May they rest in peace and rise in glory.

Nor can we miss out of this report Doorkins, our much-loved Cathedral cat. It is amazing how many people arrive at the Cathedral desperate to see her and many items of Doorkins memorabilia are sold in the Shop. The vergers do a great job at looking after her and we are very grateful to Sheila and other members of the congregation who bring her food and titbits. If she could write, I'm sure she would thank you. She can't write but she does have 657 Twitter followers! For those who worry about her, she is getting older but she does get check-ups at the vet and has a clean bill of health.

I have mentioned Jill Tilley already in her role as co-ordinator of the ROBES Sleep Out but I want to pay special tribute to her as she comes to the end of her time as one of our two Cathedral Wardens. Jill has now served six years in this role. She was formerly a headteacher of a primary school and came

to the task with organisational and analytical skills as well as a straightforward way of talking and buckets full of common sense. Jill is also great fun and has brought her humour to many discussions. She has been a member of the Finance Committee, the Stewards Committee and attended almost every meeting of the Chapter and Cathedral Council. I am going to miss her very much, as I know other members of Chapter will. She will be a hard act to follow.

Many people often quote what is called the 'Chinese Curse' (though there is no evidence that this exists in Chinese): 'May you live in interesting times'. We certainly live in those but whether they prove to be a blessing or a curse we have yet to see. In this I'm not talking about Brexit, Donald Trump or the rise of populism; not post-truth, false news or alternative facts; nor am I talking about what the 'Five Guiding Principles' mean, nor what any future 'radical inclusion' in the Church of England might mean for LGBTIQ+ people, you've all heard me on all those subjects already! What I am concerned about is the place of cathedrals in the life of our church.

Just a few years ago the story was that cathedrals were the great success story of the Church of England, that congregations were in general growing, that cathedrals were engaged in some imaginative mission and ministry and were amongst the most popular tourist venues in the country. It seemed we could do no wrong. Latterly however, the story has changed. Following Visitations carried out by or for the diocesan bishops in Peterborough and Exeter, through other cathedrals facing the implications of difficult and negative planning decisions such as in Guildford, through other places being caught up in very public disputes as with the ringers in York, there is a very different narrative.

At the end of his Visitation Report the Bishop of Peterborough wrote:

'I urge the Archbishops' Council, the Church Commissioners, and the House of Bishops, to look at whether the current Cathedrals Measure is adequate, and to consider revising it. The Peterborough situation has

convinced me that the high degree of independence currently enjoyed by Cathedrals poses serious risks to the reputation of the whole Church, and thus to our effectiveness in mission. A closer working relationship of Cathedrals with their Bishop and Diocese would be of benefit to all, both practically and spiritually.'

We are waiting to see what this will mean and whether there is any appetite for looking again at the governance of cathedrals. Without verging into paranoia I suspect that there are some in the Church of England who would relish clipping the wings of Deans and Chapters and reining us in and removing the level of independence that we do enjoy and which is part of the inheritance of the Elizabethan Settlement. Such freedoms, I believe, have to be protected and defended. They are part of the Spirit of the Place, enabling us to be unique, distinctive and to be cherished.

I am never complacent. What has happened in other cathedrals can happen anywhere but I am strengthened by the knowledge that we have a Chapter that is committed to working together, that we have a Council, led by the redoubtable Jennie Page, that is wise and concerned for the well-being of the Cathedral, that we have a Diocesan Bishop who loves and respects us, that we have Area Bishops and Archdeacons who value us, a Diocesan Secretary and a Diocesan Synod who support us. Of course, we are not to everyone's taste in the Diocese, some of what others see as our liberal excesses (often more of a fantasy than a reality), are not what they would want to see in their Mother Church. However, for many people in the Diocese and beyond, in the Church of England and beyond, in the Anglican Communion and beyond, we represent that 'inclusive, orthodox, radical' church that others seek to be. We have to retain the confidence to be this and that involves all of us. Being that growing, deepening community of discipleship, fed by the Eucharist, prayerful, generous, open-hearted and open-handed, seeking to engage with reality in our parish, in our city, in our country and countering what is false with truth and what is divisive with love, that is our mission. In the threatening wilderness God says to his people through his servant Moses:

I have set before you life and death, blessings and curses. Choose life so that you and your descendants may live. Deuteronomy 30. 19

These interesting times need not be a curse but a source of blessing, not death but life, so that we and those who come after us in this unique, distinctive and cherished place, this human haunt, can live now as God would have us live. To God be the glory in the church and in Christ Jesus, now and forever. Amen.

A handwritten signature in black ink, appearing to read 'Andrew Nunn', with a stylized flourish at the end.

Andrew Nunn
Dean





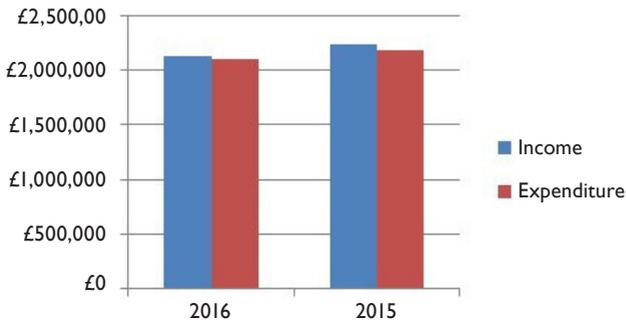
Reports

Summary of Annual Accounts 2016

This summary of the Annual Accounts provides a brief overview of the Cathedral's finances in the year to 31 December 2016, some general information on the sources of the Cathedral's income and details of its expenditure. It is not intended to be a comprehensive guide and those requiring more detail should refer to the audited Annual Report and Consolidated Financial Statements, copies of which can be obtained from the Cathedral Office (open Monday to Friday 9.00am to 5.00pm or tel: 020 7367 6700) or from the Cathedral's website at southwarkcathedral.org.uk.

The figures used in this summary are all taken from the audited Annual Report and Consolidated Financial Statements.

In 2016, there was a net decrease in unrestricted funds of £23,206 compared with an increase of £72,153 in 2015. We received legacies totalling £91,515 in 2016 but we received less than expected from Southwark Cathedral Enterprises following a difficult trading year. Our cash reserves are still strong and have enabled us to survive the downturn in commercial income but careful budgeting is required for both 2017 and 2018 to ensure our expenditure does not continue to exceed our income. It is still our long term aim to build up our necessary cash reserves so that we are cushioned from the unexpected and do not need to borrow to meet our everyday costs.



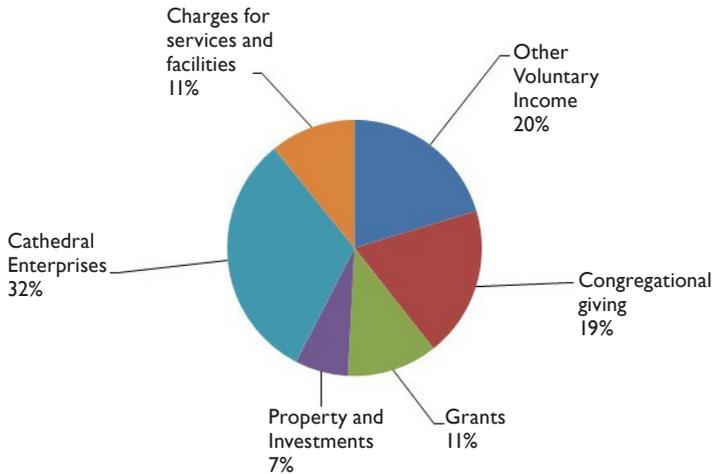
Income explained

The total income for the Cathedral (including Enterprises and investments) was £2,125,808 in 2016 compared with £2,237,740 in 2015.

The proportion of income coming from Stewardship (19%) was higher than in 2015 following the Season of Gifts stewardship campaign that delivered increased congregational giving. This represents £404,591 of income (including £63,484 tax recoverable under Gift Aid) which is up by £18,000 on the previous year. This source of income is so critical to ensuring we can maintain the daily mission and ministry and we are very grateful for the financial commitment of congregational members in this way and would encourage all members of the congregation to review their level of giving in the coming year.

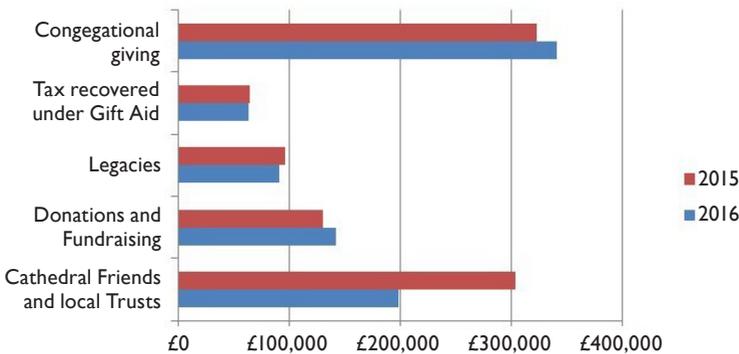
The profit transferred from Southwark Cathedral Enterprises Ltd (SCE) to the Cathedral, after the deduction of costs, decreased in 2016 following a very good year in 2015: £245,416 (compared to £321,575 last year). This is largely due to the uncertain economic and political situation during 2016 that affected conference room bookings. We were not alone in this as other venues in London reported a similar effect on their income. Business picked up in the final three months of the year and early indications for 2017 are more positive. The Shop once again delivered a small profit and the Refectory continued to provide a substantial rental payment to the Cathedral, although down on 2015 following a period where service and food standards were not what they might have been.

The following chart shows the sources of the Cathedral's income:



The grants income shown above includes £197,538 from the Church Commissioners that pays the stipends for the Dean, Sub Dean and Canon Precentor as well as contributing to the salaries of lay staff. Other voluntary income includes grants of £124,361 from the Development Trust.

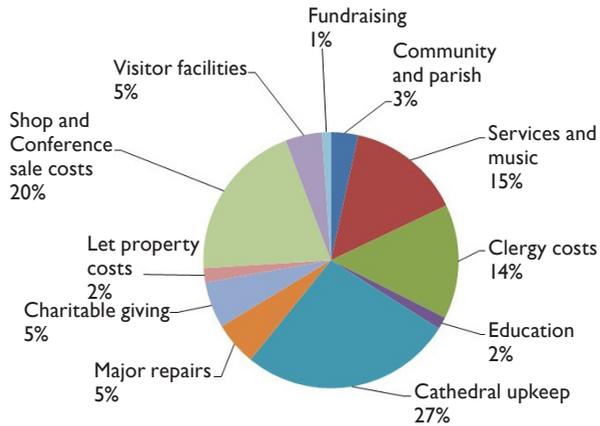
The chart below shows the sources of voluntary income in 2016 and 2015:



As mentioned earlier, there was an encouraging increase in congregational giving. Income from Trusts declined as there were fewer major works to the fabric taking place during the year than had been the case in 2015 and previous years.

Expenditure explained

The total expenditure by the Cathedral (including SCE) was £2,110,307 in 2016 compared with £2,191,991 in 2015. The small decrease is explained by the lower expenditure on major works to the fabric of the Cathedral but also the continued vigilance by all departments in managing their budgets extremely carefully to minimise waste. The chart below shows how the money was spent:



Major areas of expenditure are Clergy Costs (£304,897), the cost of maintaining the Cathedral and its precincts together with major repair and restoration works (£684,255) and the cost of conference and Shop sales (£426,635), the largest part of which covers staff costs and purchasing stock for the Shop. 10% of income from the Planned Giving Scheme is given away for a variety of local, national and international charitable purposes. In 2016, this amounted to £26,901 and is included within the Charitable giving total in the chart above.

The Balance Sheet explained

The balance sheet contained within the full Annual Report and Accounts (on pages 26–27) summarises the total assets of the Cathedral (including Southwark Cathedral Enterprises) at £17,225,140. This figure is made up of the total of endowment, restricted and unrestricted funds.

It is important to note that the Cathedral and Millennium Buildings (potentially worth a great deal of money and insured for £40 million) are not included in these accounts and are therefore excluded from the Endowment Funds shown in the balance sheet. The reason they are not included is because we follow the Church Commissioners guidelines for annual accounts that require buildings forming part of the Cathedral precinct to be specifically excluded from the balance sheet.

Conclusion

The financial picture during 2016 was very mixed. The Season of Gifts stewardship campaign reached its challenging target and congregational giving increased. On the other hand, the profit from SCE was hit hard by lower sales from the Refectory and poor conference sales in the first half of the year.

The cash flow position that in the past has been so much a cause for concern, continues to be stable, although we are still some way from having the size of cash reserves that an organisation of our size should have built up to cover emergencies and the unexpected.

Toyin Tukasi
Cathedral Accountant

Southwark Cathedral Enterprises

The goal of Southwark Cathedral Enterprises continues to be to enable the Cathedral to function and work as a place of Christian worship by:

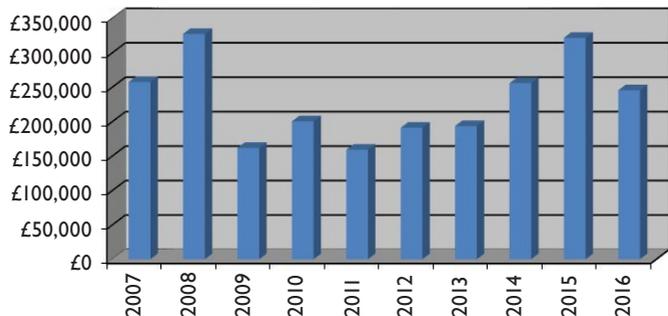
- Generating income whilst providing services to visitors
- Increasing visitor numbers whilst maintaining the calm
- Promoting the Cathedral's image and reputation.

The Board of Southwark Cathedral Enterprises Ltd is responsible for five business streams: the Cathedral Shop, conferences, concerts and special events, the Refectory, income from fees paid for group visits and car parking.

2016 was a difficult year, after a very successful 2015, with turnover dropping due to poor results from the Refectory and Conference Centre. Once again, this appeared to mirror the situation in the wider UK economy and, at least in the first half of the year, the uncertainty caused by the EU referendum.

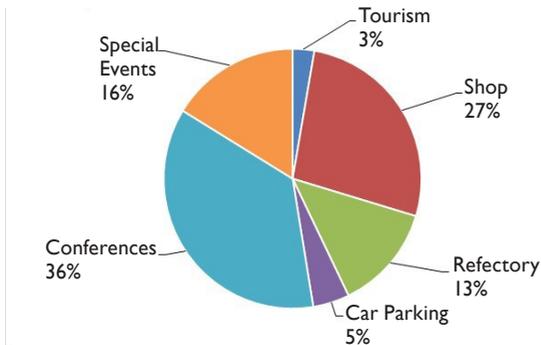
Turnover for 2016 was £670,799 which is 5% down on 2015 (£709,027) which in turn was 10% up on 2014 (£644,167). The Company made a Gift Aided donation of their profits of £245,416 (down 24% from £321,575 in 2015) which was a very disappointing result.

The Company's contribution to the Cathedral is set out below:



Southwark Cathedral Enterprises has contributed nearly £3.4 million towards the running costs of the Cathedral since 2001. The fact that the Company has continued to make a significant financial contribution to the work of the Cathedral during some very difficult economic times is a tribute to all the staff and volunteers who work so hard to generate as much profit as possible.

The chart below shows the contribution to overall turnover made by each business stream. The contribution from the Refectory shows only the rental payable based on a percentage of sales.



Conference and event business suffered considerably with the economic uncertainty in the first half of the year with profits down by 42% compared with 2015. Although the sales team is working hard to secure new clients from the commercial sector, a large proportion of our business comes from the public and not-for-profit sectors. While these bring in valuable repeat business, in order to maintain the required level of profitability, the team, led by the Development Director, Rose Harding, continue to work on breaking into the commercial market that is largely dominated by agencies who are contracted to source conference space for large companies and organisations. Special events business, in contrast, had another very successful year

with a number of high profile events across the year bringing in nearly £110,000 in income. Overall, conferences and events delivered £147,610 in profit compared to a budget of £206,037.

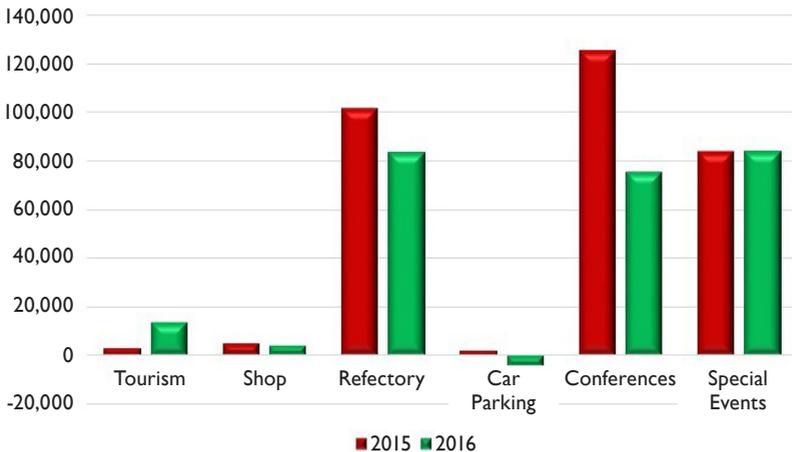
The Shop delivered a small profit in 2016. Visitor numbers were up, as they were across London, and the entrance arrangements introduced in July 2015, whereby most visitors entered the west end of Lancelot's Link adjacent to the Shop, led to an increase in customers. The Shop made a profit of £3,986 compared to £5,063 in 2015. Jon Dollin, Shop Manager, and his team of paid and voluntary staff, have worked extremely hard to develop a popular range of goods that sell well with visitors and congregation members alike. The Doorkins cat range continues to be phenomenally successful. Turnover in 2016 was £181,440, up 12% on 2015 (£162,918).

Catering in the Refectory is provided by Elior UK under a contract that runs until 2019. The team, led at first by Nadine Biayi, and, from the autumn by Davina Cox, have produced mixed results during the year. The standards of food and service fell sharply in April following the poorly-judged introduction of a new menu that did not work for many of our regulars. The lack of a summer offer in the Millenium Courtyard also diminished public sales which fell sharply in the Refectory over the course of 2016. Davina Cox introduced a number of badly-needed improvements following her arrival in October and a measure of consistency in service and food quality has returned. However, the Board is closely monitoring Elior's performance and will continue to do so throughout the coming year. The results for the branch as a whole were very disappointing after a very good 2015. We received 25% less in rental than we had in 2015 (rental is based on a percentage of public and event catering sales). Behind the headline figure of £88,888 which Elior UK delivered to the Company in the form of concession rent (in 2015 £106,919), it should be borne in mind that the Refectory is a business with a turnover of nearly £650,000 in 2016 providing employment for a large team of staff.

The number of tourists and the amount of income generated by tours was slightly higher in 2016 than the previous year. The new Visits and Tours Officer, Ruth Miller, is working on a number of ideas to bring new groups to the Cathedral and to market historic walks in the area and talks by local historians.

Most of the limited car parking available in Montague Close is let on contract to neighbouring businesses plus occasional fees for access to the roadway for work on adjacent buildings. The number of regular clients using our parking spaces has declined in recent years, however, and the business is no longer covering its costs. Its future is being reviewed early in 2017.

The profit made by each business stream is set out in the chart below:



The contribution made by Enterprises to the Cathedral is not just financial; there is a very important unseen contribution in the welcome offered, the information provided and the friendliness and helpfulness of Enterprises staff and volunteers to visitors. There are also many more less-visible benefits to the Cathedral arising out of SCE activities. The conference rooms

Enterprises

are re-decorated every year at the Company's expense and the equipment available for use for Cathedral and Diocesan events is purchased and maintained; the salaries of nine cathedral staff are partly or wholly paid for; and the infrastructure to cope with major services and events, in terms of staff resources and equipment, are largely provided by the Company.

In 2015, the directors issued a warning that the use to which the Cathedral site can be put for special events was beginning to reach saturation point and that future turnover will probably increase more slowly in subsequent years than has been the case recently, as there is only so much space in the Cathedral diary that can be used. This continues to be the case but also highlights the need to increase income from conferences in the rooms in the Millennium Buildings where there is spare capacity. The Board continues to work closely with the sales team to pursue every possible lead and initiative to increase turnover in this area of their activities.

Finally, the Board also wishes to express its thanks to all the staff and volunteers who have worked so hard to generate income.

Matthew Knight
Company Secretary

Fundraising

2016 was the fifth full year of activity in the Development Office. Early in the year, it was decided to re-organise the management of the Development Trust's activities. The Fundraising Executive Group, which had been responsible for the strategy and day-to-day management of fundraising activity was disbanded and replaced with a Fundraising Panel which reports to the Chapter. This group is responsible for developing and implementing a coherent fundraising strategy, working with the Cathedral Architect to identify fabric projects suitable for fundraising, with the Chapter to develop the social mission project and with the Director of Music on works to the organ and building up the choirs endowment fund. The group also works with Cathedral staff to oversee the production of publicity, constructing a fundraising events programmes and approving all applications to foundations and other grant givers.

Coupled with these changes was the decision to re-constitute those members that remained from the Fundraising Council established in 2011, plus new members, as Patrons. Through this group, we hope to be able to harness the time and talents of individual members in the interests of the Trust's fundraising activities and to orchestrate individual actions so as to maximise the fund-raising potential.

The new Fundraising Panel meet on a monthly basis to co-ordinate various fundraising projects and grant applications.

The Development Office raised £165,063 in 2016. This was lower than the £351,106 raised in 2015 but this is partly because our Development Officer, Alice Willington, left in June and it has not yet been possible, following two rounds of advertising, to appoint a successor. Despite this, the development work continues albeit it at a slightly slower pace. The appeal to re-hang the Cathedral bells, launched in 2015, managed to raise the full amount (£200,000) within twelve months from a variety of fundraising initiatives and two significant donations from individuals. Work

Fundraising

began in July 2016 when the bells were removed. They returned, with the tenor and seventh bell having been re-cast, in January 2017 and were blessed by the Bishop of Southwark at a service on 9th January attended by a large number of donors and ringers from across the country. We were also successful in our third application to the Government-funded First World War Centenary Cathedral Repairs Fund. In September 2016 we were awarded a grant for £500,000 to re-roof the choir and carry out high-level works to the masonry. This work is expected to start in mid-2017.

Overall in 2016, grants were made to the Cathedral of £17,467 for fabric works, £89,234 for the project to re-hang the bells, £17,660 for music (being the third year of an eight-year funding arrangement towards the costs of the Girls Choir following a very successful initiative headed by Dame Mary Archer, and a second annual grant from Morden College towards the cost of the Boys' Choir).

The day-to-day running costs of the Development Office are met by individual donations from Tim Sanderson and Derek Bartlett and we thank them for their commitment to supporting this aspect of Cathedral life.

Education Centre

Most Popular Trails

Signs and Symbols and Victorian Classroom

Most Popular Workshops

Stained Glass Window Making and Victorian Artefact Handling

The Work of the Education Centre

The Cathedral Education Centre continues to attract schools from across London and beyond, with demand consistently outweighing our capacity for school visits. We are continuing to focus on providing a high-quality programme which reflects the distinctiveness of the Cathedral and uses this unique resource to inspire awe and wonder in our visitors.

Since the last report to the APCM, the Education Centre has undergone significant changes in staffing. In September, Catherine Mitchenall, who had been filling the post of Education Officer on an interim basis, handed over to Lisa Bewick. In the months between Alex's departure and Lisa's arrival, Cath – supported by Karen Greaves, the Education Centre Administrator – was instrumental in maintaining the Education Centre's work and ensuring that high-quality learning experiences continued to be provided throughout this time. After five and a half years of working in the Education Centre, Karen decided that the time had come for her to move on and she left her post as Administrator in December. Karen contributed a great deal to the Education Centre and provided much-needed consistency in times of transition. Volunteers and colleagues were sad to see her go, but we are pleased to have welcomed Emily Halton, the new Education Centre Administrator, to the team.

This year has seen the maintenance of the existing programme. Changes to the Diocesan Syllabus for RE and the recent (2014) changes to the National Curriculum have impacted on the

Education Centre popularity of some trails and workshops, and we are beginning to review the existing programme with the view of piloting a new programme in the 2017/18 academic year.

Once again, our Post 16 Conference in November took place in the Retro-choir, with refreshments afterwards to give students the opportunity to pursue discussions with the panellists. The feedback received was positive but indicated that a sharper focus on a specific aspect of the A Level Religious Studies and Philosophy specifications would be appreciated. We have already set a date and title – “Living up to death: religious and ethical responses to end of life issues” – for this November’s conference.

In December, we built on the success of previous Experience Christmas events. Both days were initially over-subscribed, though train strikes on Southern Rail impacted on the attendance of one. We had over 150 children booked for our Experience Easter sessions in March and also have Experience Pentecost and Experience Harvest sessions planned for later this year.

Volunteers

We are continually grateful to our team of volunteers, without whom the work of the Education Centre would not be possible. The volunteers bring with them a range of skills and experiences and we are always looking for new members to join our team in engaging children and bringing learning to life at the Cathedral.

Circle of Support

We are grateful to the group of individual funders who support our work each year by pledging £120. They will be invited to a summer event as a thank you later this year. We would not be able to continue to support the Cathedral’s mission and outreach without our members and funders. If you would like to support our work by joining, please contact us on edcentre@southwark.anglican.org for more details.

Funding

The generation of funds to run the Education Centre is facilitated by the Education Officer, Hon Treasurer and Volunteer Fundraiser. In the financial year 2016/17 we received support from Southwark Cathedral and our Circle of Support.

Teachers' feedback

- Participating in role play helps to reinforce learning through action very well;
- Students regularly visit the Cathedral but are never bored. It helps them to see beyond their usual everyday existence;
- Meaningful activities that make children really understand the past;
- Cultural entitlement is very important and enriching, creating strong memories;
- It is visits like this that children remember, much more so than class-based written work. They bring learning alive and give children opportunities to experience things that they might not otherwise have.

Lisa Bewick
Education Officer

Unity Group

*In necessary things, unity; in doubtful things, liberty;
in all things, charity. Richard Baxter*

The Cathedral Unity Group continues to organise and encourage participation in various ecumenical activities, locally and internationally.

Local Ecumenical Activity

During the year, the Cathedral joined South Bank Churches, the ecumenical grouping of churches of various denominations in the South Bank area. Since then, we have continued to build on our relationship with various local churches including the Methodist Church, the Salvation Army, Oasis and St John, Waterloo. The grouping aims to be missional and outward. Members of the congregation took part in the South Bank Churches Ecumenical Walk on Good Friday last year which ended with a memorable spontaneous singing of Easter hymns in the concourse at Waterloo Station. We are continuing to assist with joint plans for a food bank. In February, Steve Chalke, the Senior Minister at Oasis Church, which is a member of the South Bank Churches, was made an Honorary Ecumenical Canon of the Cathedral.

We continued to participate in the termly Unity Forum meetings with representatives from St George's R C Cathedral and St Olav's Norwegian Church in Rotherhithe, to share information about our current activities and witness. We have continued to develop our links and friendship with members of the Forum and to participate in events of mutual interest such as joint pilgrimages and joint acts of worship in the churches making up membership of the Forum.

Although not our direct responsibility, the ROBES Project regularly reports to the Unity Group via members who are directly involved. This year's Sleep Out once again raised over £100,000 for the ROBES Project. The Project is an ecumenical initiative and has been enormously successful in facilitating change in the lives of homeless people. The ROBES Project has now been in operation for over ten years and has reached a stage where consideration is being given to future development.

International links: Bergen and Rouen

We were deeply saddened by the murder in his parish church south of Rouen, of Father Jacques Hamel. A Requiem Mass, presided over by the Bishop, was held in Southwark Cathedral on the day of Father Hamel's funeral in Rouen. There was very much a sense of sharing in the pain of our friends in Rouen Cathedral, but also of remembering the quiet dignity of a man who, in life and death, was a creditable witness to the service of the Lord.

Earlier in the year, the Chair of the Unity Group, Andrew Viner, attended a service in Rouen of the Blessing of the Bells at which Andrew was made a Godfather to one of the bells.

At the end of April and in early May, a group of some eighteen pilgrims from Southwark visited our friends at Bergen Cathedral. Their warm hospitality and our joint fellowship were reflected in the many and varied acts of worship which we enjoyed together during a period of several memorable days.

At the end of October, some twenty-five members of the congregations of Bergen and Rouen visited Southwark for a pilgrimage. We had organised various social events to which

Unity Group

members of our own congregation were invited. We had some fascinating discussions throughout the weekend in which we were able to share our experiences of faith and witness. Many of those who attended, from France, Bergen and Southwark, remarked on how much closer they felt we had moved.

The weekend culminated in the Sunday Eucharist at Southwark during which we signed a renewed agreement with Bergen, and later in the day, with a service at the Norwegian Church and Seamen's Mission at Rotherhithe.

The group comprises Canon Michael Rawson, Andrew Viner (Chair), Guy Rowston (Secretary), Marlene Collins, Marion Marples, George Martin, Elizabeth Peasley, Frances Goodchild, Carol Baumann, Helen Shipley and Odette Penwarden.

Andrew Viner
Chair

Cathedral School

As ever, life at Cathedral School has been joyful and busy in equal measure! We have certainly lived out our motto "Life In All Its Fullness" with pupils enjoying all the facets of the broad and balanced curriculum we offer. Highlights include: the Year 6 production of *Mulan*, International Evening, Arts Week, World Faiths' Week, our Cathedral Services and Sports' Week.

The aim of this report is to celebrate the successes of the children and convey sincere thanks to the whole school community.

As a school, we have been working hard this year to build even greater community cohesion through a number of initiatives including our Breakfast Club, aimed at supporting working families and our weekly toddler group, Cathedral Tots, which brings some of the newer families in our community together with each other and the school. Termly 'Stay and Play' sessions in Nursery and Reception have also been an important part of the Cathedral School calendar over the last few years as they give parents the opportunity to visit their child's class and take part in a range of activities with their children. Our recent 'Stay and Play' sessions included the chance to make an Easter basket, paint an Easter egg or decorate an Easter bonnet.

There is always such an incredible amount of pride surrounding the children and their achievements at school across all areas of the curriculum. It was fantastic to have these achievements acknowledged when we were included in the *Sunday Times* 'Top 100 Schools' report published in November. There are around 19,000 primary schools in the country so to be ranked 46th is a fantastic achievement.

In addition, Southwark Council presented Cathedral School with an award for being in the top 1% of country's schools when looking at the progress that pupils make. This measure takes into account where the children are in Key Stage 1 and compares it to

Cathedral School the achievement of pupils at the end of Year 6. The learning that takes place in those intervening years is among the best in the country.

Obviously, these tests of the 'core' curriculum are one part of the school's success and we are very aware there are countless other ways to measure children's successes. Nevertheless, these results are a testament to the hard work, dedication and talents of the pupils and staff of the school.

We were so pleased to win an award for Drama and Performing Arts from Southwark Council. Our end of year shows, the Cathedral services, choir, links to local theatres, the Foundation Stage nativities, class assemblies and music workshops were all taken into account when the panel considered us for this award. It is well deserved recognition for the all staff involved in the delivery and organisation of these fabulous opportunities.

We were also delighted that our governors were awarded the Governor Quality Mark in December. This is a challenging award which recognises the dedication of our Governing Body in providing strategic governance to ensure that all children get the best possible education. The governing body meets as a whole group each term and delegates its business to a range of committees, where appropriate. The governing body has an important part to play in raising school standards through its three key roles: setting strategic direction, ensuring accountability and monitoring and evaluating school performance. The role of governor is a voluntary responsibility and the whole school community appreciates the expertise, time and dedication they give to us.

Our parents are also such an important part of the school community. Many parents contribute fundraising events such as bake sales, read with pupils in school or volunteer on school trips. We really appreciate the fact that parents give up their time to contribute to Cathedral School. Without our army of volunteers we would not be able to run our class trips with the frequency we do at the moment. It was wonderful to welcome

parent volunteers who work in the science industry as part of our recent Science Week– pupils enjoyed hearing about heart simulation software, the role of a parasitologist and a day in the life of a doctor.

We also value the ways in which parents support learning at home through regularly reading with their children, helping with homework or more recently project work. Just before the Easter pupils from Years 3-6 handed in their art projects and shared them with their peers, parents and staff at an exhibition. The focus for the projects was 'Artistic Influence' and pupils were encouraged to choose an artist, work of art or creative style to research. Children were given the freedom to present their project in a way that best matched their focus. It was incredible to see such a variety of different outcomes and presentation methods. The projects were of such a high standard and extremely creative. We had scale models, booklets, photography, paintings, drawings, sculptures, interviews with artists and much, much more! We were also impressed by the range of artists and styles of art that pupils decided to focus on. It was so inspiring to see all the effort and skill that everyone had put in to their projects and how much the children enjoyed sharing them with staff, parents and peers. Thank you to all of the parents, family and friends of children in Key Stage 2 who supported the children with their projects, the outcomes were superb.

As well as working hard across the curriculum, the children at Cathedral Primary School are also committed to the Christian ethos of the school. In February, the whole school took part in Bad Hair Day 2017 in aid of Great Ormond Street Children's Hospital (GOSH). The decision to participate in Bad Hair Day 2017 was made following a request from one of our Year 6 pupils who received wonderful care from the staff at GOSH as a premature baby and wanted to raise money for other children undergoing treatment. The school grounds became a flurry of colour, glitter, ribbons and hairspray and £400 was raised for the charity. In the wake of Bad Hair Day, School Council suggested that we support Red Nose Day 2017, they proposed that pupils could wear a red nose to school on the day, and bring in a

Cathedral School

donation of £2. School Council also wanted to encourage pupils to wear red tights, socks or shoe laces or red ribbons/clips in their hair if they wished. Once the details were agreed, they sent out a letter to parents and the result was a very jolly, day full of jokes and red noses!! We are very proud of the initiative of our pupils and their concern for those less fortunate.

We are also truly thankful for the close relationship we have with Southwark Cathedral. The children enjoy weekly visits from members of the clergy who lead collective worship as well as opportunities to work with Canon Michael Rawson when they are preparing to lead an act of worship at the Cathedral. We are also grateful to Father Michael for his support as Chair of Governors. Some of the older children have the privilege of being choristers, benefitting from a range of opportunities such as performing at a variety of events and a trip to Poland. The majority of the school were recently invited to view the bells before they were re-hung. The children enjoyed hearing about the history of the bells, found it amazing that the bells had to be baptised and enjoyed considering which historical figures might have sat beneath the bells...

I would like to conclude my report by thanking the Cathedral community for their continued support.

If you would like to find out more about what is happening at Cathedral School, please visit our website: cathedralprimaryschool.com

Mrs Filiz Scott
Headteacher Cathedral School

Southwark and Newington Deanery Synod

Over the past three years, the Cathedral has been represented on the Deanery Synod by the Sub Dean for the clergy and the laity by Mark Charlton, Peter Edwards, Sophie Henstridge, Marion Marples, David Powell and Morag Todd. Their term of office comes to an end this year.

During the year the Synod has met formally four times (at St George the Martyr, the Cathedral, St Peter Walworth and St Christopher Walworth) as well as for a Lent service of reconciliation with Bishop Christopher, a summer barbecue and a very enjoyable missional Christmas Carol party. Currently the Deanery is also supporting an Enquirer's course. The Deanery has a website and an App developed by one of the members to improve communication.

The main business of the Deanery Synod is to support parish churches in their mission and provide the electorate for other synods and committees. This is an opportunity to find out how and what decisions are made in the wider Diocesan and national church as well as being an opportunity to raise topics of concern and propose motions to the General Synod. It is also good to meet with and work alongside our neighbour churches.

If you are thinking of putting yourself forward please do speak with one of the current representatives.

Marion Marples

