

SOUTHWARK

◆ CATHEDRAL ◆

The Dean's Annual Report

Annual Parochial Church Meeting
12 May 2019



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The Dean's Report

The Dean's Report

Every so often my email inbox contains something a bit out of the ordinary. Sometimes visitors decide to put pen to paper or finger to keyboard and write something after they have visited the place. One such person wrote something that they called 'The Southwark Gloria'. It contained these lines.

*We sing our Gloria
To the glorious,
To the hopeful
And the suffering;
To the present moment
In all its deep fecundity,
In all its sweet theophany
From Earth to heaven, high.*

We live in the present moment and there is no escaping that in Southwark. Everything is happening around the Cathedral. We are not set apart in a close, with green grass around us and houses looking inwards, we are there in the midst of the world, outward facing and the busyness of London Bridge and the rumble of the trains and the noise from the market and the sound of helicopters overhead and the hubbub of visitors is the mood music to the place. Southwark defines what an urban cathedral is: right at the heart of the city, cheek by jowl with life.

The fecundity of the present moment, of which this writer speaks, is shown in how a year in the Cathedral develops. Previous Dean's reports have reflected on what might be called the 'financial year', April through to March, or the period between APCMs. Our Annual Reports and Accounts look at the calendar year, however, so we have decided to align these two documents so that both are speaking about the same period of time. That seems to make sense but it does mean that this year

if you think I am repeating something I was reporting last year, well, you may be right.

Concentrating on an actual year, 2018 in this instance, makes one realise how fast a year can go and how much a year can hold. When we are younger, we get tired of hearing old people telling us how quickly time passes, how the year flies past, but now that I am older, I can understand exactly what people mean – time flies past.

We are fortunate to be close to some wonderful places of artistic expression. That is entirely in keeping with the history of our area. This, after all, is the neighbourhood of Chaucer, Shakespeare and Dickens, all vital in the history of the word – spoken, read, performed. Amongst the theatres there are also galleries, some small, some of the pop-up variety, others of great national and international significance. Most important amongst those is, of course, Tate Modern.

In the second half of 2018 the Tate exhibited *The Clock*, a film by the artist Christian Marclay. What the viewer watched was time, quite literally, passing. The film lasted 24 hours and every minute was displayed on a different clock in a different shot from a film gathered together to make this one presentation of what the passing of time means. It was a most impressive and imaginative piece of work. As one sat there in real time, clock watching, one gained an impression of what time is about, however. And into that time, God enters.

‘But when the fullness of time had come, God sent his Son.’ —
Galatians 4.4

In God’s time, in God’s good time, at the right time, Jesus came to walk with us through time and to engage with us in real time. That is at the heart of what we call the incarnation, the taking of flesh by God in Jesus Christ, and being human exposed God to

the reality of time passing, of being young and being old, of time dragging, of time wasting, of time galloping on, of time standing still as the most momentous events happened in time.

Part of the vocation of any church and any cathedral is to engage with time. Our life is covered by something we call the *temporale*, the 'proper of time', the way we measure the year and celebrate it. In many ways, it hangs on the date of Easter which, quite rightly, is the fulcrum of the Christian year, which determines the dates of so many other feasts and celebrations. The other date is, of course Christmas, and the day of the week that falls on will determine how long Advent is for instance. So the year has its rhythm and the week has its rhythm and the day has its rhythm and in all these ways we enter into the fecundity, the fruitfulness of the present moment.

In July Peter Wright, our Director of Music, announced that he was to retire a year later. By the time Peter retires, he will have been the Cathedral Organist for over 31 years. That is a huge commitment to Southwark Cathedral and we owe him a debt of gratitude that is hard to express. The cathedrals of the Church of England are known to be holders of a treasure and that is not their buildings or their precious objects but the choral tradition that is maintained. There is nowhere else in the world that does choral music in the way it is done in England. This is something unique and precious. Every English cathedral will do it slightly differently given our very different resources. Essentially, however, the offering once, twice, three, four, five times a week or more of choral services is a gift to the nation and an offering to God.

We have never had a choir school. Our boys and since 2000 our girls, come from schools across London and beyond. They arrive at the Cathedral after a hard day at school and then they practice and lead our worship. The commitment of our choristers and their parents is exemplary. They help us to be

who we are. Peter, supported by Stephen Disley his assistant and the Director of the Girls' Choir, with the Organ Scholar (we said farewell last year to two: Edward Hewes and Jack Spencer) and the Lay Clerks, paid and volunteer, work with our young people to provide us with world-class music and they do this day in and day out. We would not be who we are without them.

Our care of our young people and not least our choristers, is of utmost importance to us. We are committed to creating a Safe Church in which children and vulnerable adults are both protected and allowed to flourish. How we ensure the safety of our young people in the choir has been high on the agenda of the Chapter and led, in 2018, to a team of Choir Chaperones being appointed. Colette Samuel takes the lead in this and regular worshippers will have noticed her walking up the side aisle to take her place in the choir. The welfare of each other is not the responsibility of the few but of all of us however, creating a safe church for each other is what we want to do.

As part of this, we are in the process of putting into effect plans called 'The Big Shift'. We have been able to think of quite a major change in how we use some of the spaces because of a large donation from a member of the congregation who wishes to remain anonymous. The gift will partly fund something we hope will be in place within the next 18 months.

The plan is that the Education Centre will move to what is presently called the John Trevor Williams Room in the lower ground floor of Montague Chambers. Our Education Officer, the Reverend Lisa Bewick, with the Education Centre Administrator, Emily Halton, along with the Trustees and volunteers, have been working hard to see how to continue to develop the work of the Centre. It is very clear that the old models of use of the Centre have changed. This is not just as a result of the aftermath of the London Bridge attack in 2017

but also to do with school funding. Schools basically come if they can go into the Cathedral itself. As the diary is so full it means that, as always, the number of 'slots' in the Cathedral is limited. So the number of schools using the Centre has reduced and we are no longer running classroom-based activities as we once did. The move to Montague Chambers will give a more suitable space for current needs, improved lavatory facilities and space for a cloakroom and gathering. At the same time, our Education Officer is working on a regular basis with our young people through JX1 and JX2 and in supporting the volunteers who look after both those groups. We have seen a big increase in the number of children and parents worshipping with us and this is due in no small part to the quality of our children's work. We thank Lisa and all our volunteers.

Lisa was also ordained a deacon last year and is part of the clergy team at St John, Waterloo. In order to spend more time in ministry, she will be working three days a week in the Education Centre and more time in her parish. This will not diminish the work of the Education Centre, however, thanks to the volunteers but it does mean that the Education Centre will become financially viable.

Once the Education Centre has moved, the Song School will move from its present location opposite the gents' lavatory to what was the Education Centre. When the Great Choir (boys, girls and men) is singing, the Song School is far too small. There is no cloakroom and the children have to share the facilities with the public. This is no longer acceptable under current safeguarding practice even with chaperones. So the move will give them much better facilities, dedicated and secure lavatories, a kitchen, cloakroom and storage space.

Finally, when the choir has moved, the clergy will move from the current Vestry/Sacristy to the old Song School which will become the new Chapter Room. On a Sunday morning the

Vestry is full of vergers, servers, clergy and assistants, all trying to get robed, all having coffee from Comfort Omotosho and the members of the Hospitality Team (to whom we are very grateful) and all trying to prepare to lead the worship. The move will give us more space, better storage for robes and other essentials and give us space to breathe and think.

We are so fortunate to have a team of vergers as we do in Paul Timms, Simon Gutwein, Jamie Collins and Robert Biden. They were joined in 2018 by Molly Budd when Tom Griffiths left to develop his professional music career. Our vergers are simply wonderful and one can't say better than that. The skill and wisdom they bring to all kind of events is exemplary. Working with Canon Gilly Myers, the Canon Precentor and the Succentor, Rachel Young, they set the stage and make the preparations and then help to lead countless services and events. From an early morning Eucharist with three people to a Cathedral in which every seat is taken for a memorial service or a carol service, they do it with the same care and diligence. The move will give them the space they need.

It isn't just clergy in this space of course. The Stewards come in to get their badges and find their rotas. Thank you to Linda Ridgers-Waite for her leadership of the Stewards, to Sandy Langdown for the unenviable task of looking after the rota and to all in the Guild of Stewards. Following recent terrorist incidents, not least in places of worship, we are told by the experts that our best line of defence is a cheerful greeting when anyone arrives. Those who would wish us harm don't want to be noticed on arrival. The ministry of welcome is also a ministry of care in every sense. That also applies during the week outside service times when the Welcomers and Day Chaplains are on duty. We are grateful to them for all they do in welcoming friend and stranger equally and making Southwark such a special place to visit and in which to pray.

Going back to the Vestry, I want to thank the Servers for their commitment to the Cathedral. At this point I need to stop reflecting on the past year and bring it up-to-date. As I write, the whole community is coming to terms with the death of our Head Server, Paul Walker. His death in March 2019 was so unexpected and so untimely. At 52 years of age, he had so much more ahead of him. Our love and prayers are with his widow Kathleen, his sons Brad and Josh, his mum and dad, Ann and Alan. He has left a huge hole in our lives. Paul joined us as a chorister under the direction of Peter Wright's predecessor, Harry Bramma. Paul then never left us, becoming a server and then Head Server. His gentleness, his patience, his humour, his humanity shone through everything and in the midst of the noise and busyness of any Sunday morning gave, us all a reason to be cheerful.

In one of the parables in Matthew 25 these words are spoken

'Well done, good and trustworthy slave; you have been trustworthy in a few things, I will put you in charge of many things; enter into the joy of your master.' — Matthew 25.23

May Paul hear those words and may he rest in peace and rise in glory.

We are all grateful to Mark Spencer-Charlton for serving as Paul's deputy and looking after the Servers' rota and to all the Servers for what they bring to the liturgy. This also applies to our readers, intercessors and Eucharistic Ministers and our Reader, Caroline Clifford.

Others from the congregation who have died during the year include:

Jeremy James, Andrew Roy, Maureen Russell, Peggy Brown and Christopher Jones

The Vestry is the place where the keys to the Tower are kept. So, on a Sunday we also see the Ringers arriving. The skill they bring to their task enables us to hear the glorious sound of the Southwark bells as we come to church. The Guild has been led for the past three years by Hannah Taylor, ably supported by amongst others, Chris Giddins. It is Chris who helped so much with the restoration and re-hanging of the bells in 2017. You may have noticed that the Cathedral clock has been out of action for a long time. This is not due to a lack of money to have it repaired. In fact we have a generous donation in memory of the late Martin Birrane, the owner of the Hop Exchange and other buildings in Southwark. His family is paying for the restoration of the clock and their money is in the bank waiting to be spent. However, new movement in the Tower (the Tower always moves), following the re-hang has made the clock unstable and that movement has to be corrected. Our Cathedral Architect, Kelley Christ, with the members of the Fabric Advisory Committee, chaired by Canon Charles Pickstone are on the case. We are grateful to them and to our Cathedral Archaeologist, Jackie Hall, for their commitment, wisdom and common sense.

Last, but not least, in that crowded Vestry are the members of the Flower Guild. The flower arrangers are led by Pat Ellis (a Gold Medal winner at Chelsea) who does a fantastic job. Pat is often to be seen on a Sunday morning topping up the water or adjusting a bloom. Her skills and those of the other arrangers are wonderful and I know that people often comment on the beauty of the flowers in the Cathedral.

So, you can imagine, to release a bit of space for all these people to work even better will be a godsend but it has to be paid for. During 2018 a very important appointment was made. Tom Poole joined us from St Martin-in-the-Fields as our Fundraising Officer. It was St Martin's loss and our gain. Tom is helping to raise money for a whole variety of projects not least 'The Big Shift'. He is a quiet but persuasive man! Just what we need.

So what about the year that I am supposed to be reflecting on? Just one health warning before I begin that! While I've tried to be objective, inevitably this is through my lens and from my perspective. Ask any of my colleagues: Canon Michael Rawson, Sub Dean and Canon Pastor, with his concerns for the congregation, St Hugh's and so much more; Canon Gilly Myers, Canon Precentor, with her concentration on music and liturgy; Canon Leanne Roberts, Canon Treasurer, with her work on fostering and caring for vocations; Canon Mandy Ford, Canon Chancellor, and the work of continuing ministerial education and discipleship; Canon Jay Colwill, Canon Missioner and his focus on mission throughout the Diocese; the Revd Rachel Young, the Succentor and her working alongside the Canon Precentor; the Revd David Adamson, the Assistant Curate, looking after St Hugh's and working at St George the Martyr; Canon Wendy Robbins, the Honorary Assistant Priest and her work during the day as Director of Communications for the Diocese and her work in the Cathedral particularly in looking after the Masvingo Link Group; and each of their perspectives would be so different. However, this, after all, is my report and this is my overview of 2018!

January

The area around Southwark Cathedral has changed so much in the time that I have known it. There have always been significant businesses and corporate HQs in the area but the number of these has grown substantially as the City of London has slipped across the river and begun to inhabit and change the area. It has meant that we have had to get to know new neighbours.

One of the physically closest and arguably most significant is the News Building, the UK home of News UK, News Corp, the global media company owned by Rupert Murdoch and in this country run by Rebekah Brooks. It's four years since the company moved from Wapping to SE1 and its location opposite the Cathedral.

What would be our relationship with them, given all that happened in that company? It was a question that the clergy were keen to discuss. The reality is however, that the Church of England has a vocation to serve the needs of all the people in our parish. God's mission includes everyone.

It was a privilege for me to be asked to bless the new building when it was opened by the then Mayor of London, Boris Johnson and doing that made me committed to developing a relationship with the company and its employees. So as part of this, each year I have been invited by the News UK Christian Fellowship to address one of their regular lunchtime meetings. From the vantage point of one of the top floors with views over the City, St Paul's and with Southwark Cathedral below us and the Diocese of Southwark around us, it has been a great opportunity to reflect on some of the issues that confront Christians working in the world of media. I have talked on 'What is truth?' but this year I chose 'Political Correctness'.

What is so good is to be able to minister to people in the workplace. This used to be done in the Diocese from Christ Church, Blackfriars in the days of Canon Peter Challen, the last Director of South London Industrial Mission (SLIM). Visitors to Christ Church, and our Robes guests and volunteers are there each week during the season of the project, will notice the stained glass windows depicting 'industry' in the local area. Printing, office work, baking, work on the river and other things are all depicted there. Then work changed but the need for supporting people at work is as important as it has ever been.

The number of suicides in the River Thames alongside the Cathedral is a hidden scandal. Young men most often under extreme pressure at work, take their own lives. We are grateful to the work of the RNLI at their base on the river close to us and to the River Police based in nearby Wapping for undertaking the tasks of rescue and recovery. We need to be in the workplace

and of course we are. Those who go to church, who are not retired and have paid employment are in the workplace and can minister in Christ's name but it is also important for dog collars to be seen occasionally.

It is great to work with News UK and their staff, offering support how ever we can; to work with PricewaterhouseCoopers and to now have contact with Ernst & Young. May this further develop. I was also delighted to be invited to speak to the LGBT group being formed at News UK, 'News Out' as they call themselves. They were a fantastic bunch of people to whom the Cathedral is a ready source of support.

Then News UK returned the compliment by hosting one of the 'Battersea to the Barrier' days that we have been involved in. This particular day was part of a project with young people through the Diocesan Board of Education. A number of secondary schools were invited to join in looking at how we build community. News UK offered to help us look at how media can help in this process. It was a fantastic day in which we all learnt a lot about the creation of news, news values and the work of journalists. This kind of relationship is invaluable and we thank Rose Harding, Head of Events at the Cathedral, for using her contacts to help to further this kind of work.

February

I spoke at the beginning of this report about the *temporale* and commented about how the date of Easter determined a lot of our life. Easter in 2018 was early and so as February began the Lent installation arrived. For the past few years we have invited a number of artists to create something for the Cathedral which will accompany us through Lent and into Holy Week and stimulate our thinking and our praying and our doing of theology. It is the High Altar sanctuary and the chancel which are most often used for the location of this art.

In 2018 the artist Susie MacMurray chose to hang a huge black cloud over the chancel and she called it *Doubt*. This was art that caused one to react. It changed the atmosphere in the Cathedral; it was a brooding presence. Black clouds are like that: they suggest rain and storms; they remind us of Hiroshima; they are like bad moods approaching. And that word 'doubt' – did it have a place in church? Was it right that we were legitimising it, almost celebrating it by having it so centre stage to the liturgy at the most critical time in *temporale* of the church?

These were all legitimate responses. For some it was all too much and they hated it. For others it was a comfort, it was all right to doubt, the 'black dog' days were not unusual, life isn't all sunshine. The installation also highlighted the place doubt plays in the gospel and not least the Passion and the Resurrection. There was something so Southwark about this, daring to ask uncomfortable questions and to do that theology on the radical edge that we were known for. This is what art can do for us, opening up those possibilities and asking us big questions. Again, we are grateful to Rose Harding for her work in identifying and securing artists and to those who generously donate money so that we can do this kind of work.

The other big aspect of February for me was to jointly lead another Diocesan pilgrimage to the Holy Land with Bishop Christopher. Some may think that I go on too many pilgrimages, they may be right. Yet I also know that for those who participate in them, it can be life and faith changing and especially when one gets to the Holy Land for the first time. Walking in the steps of Jesus, reading the scriptures *in situ*, experiencing the reality on the ground for Israelis and Palestinians and for Christians in both communities, understanding a little more of the politics of the Middle East, all these are important things.

One of the important and unusual aspects of this pilgrimage was being able to travel with a practising Muslim. Bishop Christopher

had invited Amir Eden, a resident of the Cathedral parish, former pupil at Cathedral School and the Chair of Living Bankside (the successor of Bankside Residents' Forum), to be part of the group of pilgrims. Amir works closely with Marion Marples, who with Heather Smith, is one of our SPAs (Southwark Pastoral Auxiliaries) and was one of those who has helped guide the community in the aftermath of the London Bridge attack. Amir is also key in the development of our relationship with Harper Road Mosque and its Imam, Mohammed Islam. Its important to note that Amir was born in Guy's Hospital and apart from studying at university, has lived in the parish all his life. This did not stop him being detained at Ben Gurion Airport when we landed in Tel Aviv, nor being removed from the coach on which he was travelling when we crossed from the West Bank back into the State of Israel. I make no point except to say that travelling with him gave us the opportunity to see our holy sites through his eyes but also to see something of what life might be like for our Muslim neighbours. As we work through the effects of Islamophobia and anti-Semitism in our society, it is good to learn a bit more of the reality and sometimes one has to travel outside one's comfort zone to do this.

March

Earlier on, I mentioned those who form the clergy team at the Cathedral. There was one name missing and that was the Reverend Jessie Daniels-White. Jessie had joined us to complete the last two years of her curacy. In her time with us her ministry was focused particularly at our sister church St Hugh's, a conventional district of the parish. St Hugh's is a growing congregation. Worship there is vibrant yet still with that Liberal Catholic tradition for which we are known. It is an inclusive church in which difference is celebrated. Jessie engaged in all this in the most marvellous way. She also joined us at the Cathedral, most often but not only for Choral Evensong, which she adored.

In March it came time for Jessie to stretch her wings and fly the nest. That is both a sad and exciting time. A suitable post had not been found in the Diocese and so Jessie with husband and ten kids upped and moved to the Diocese of Rochester and the parish of St Mary and St Andrew, Cray. It is a tough parish with one of the largest resident traveller communities but Jessie is always up for a challenge. She is a fantastic priest, down to earth and just what we needed. We shed tears when we said goodbye and when we were there to see her installed as the new vicar. She was God's unexpected gift to us.

Another gift during March was John Bell who was our Holy Week Preacher. John is well known as a writer of hymns, a broadcaster and a member of the Iona Community. Not only did he join us to preach but to lead a mini-retreat on the first three days of Holy Week. Those able to participate loved it and we loved having John as part of our community for this critical week in our life.

April

Immediately after Easter, whenever it falls, is the time when we do some of our governance. Being one of the 19 parish church cathedrals in the Church of England means that we are governed not only by the Cathedrals Measure but by most of the Church Representation rules. That means that we have an Electoral Roll, that we hold an Annual Parochial Church Meeting (APCM) at which we make a report on our finances and hold elections to the various levels of governance in the Cathedral. At the APCM in 2017 one of the Cathedral Wardens, Jill Tilley, stood down. Jill had served her six years, the time limit our Statutes impose. Jill had been a great Warden, working first of all with Andrew Cameron and then with Matthew Hall the second of the two Wardens. Jill brought her experience as a former head teacher to our discussions and decisions. As Dean I'm not looking for people who just say yes (a good thing at Southwark!) but I do need support and challenge. Jill gave

both and for that I am personally grateful. I was delighted that she accepted the invitation to be one of our Safeguarding Officers. With Matthew Knight and Cherry James she makes sure that our practice is in accord with our policy. Jill's particular responsibility is to deliver training to those of our over 500 volunteers who require it. We are grateful to Michelle Ford, our Volunteers' Officer, for helping with this process and all she does in supporting those who give so much to our life.

At the APCM, Amanda Hill was elected to the Chapter as a congregational representative alongside Helen Quintrell. Amanda brings valuable skills in the area of governance. These are really important as we now engage with two important pieces of work. We are grateful to all the elected lay members for all they bring to our life.

The first is the report of the Cathedrals Working Group (CWG) which was presented to General Synod in July but which we had had sight of before this date. The report will change how cathedrals work if it is fully implemented. The changes were prompted by what had happened at Peterborough and Exeter cathedrals but in many ways they were just a catalyst for a re-examination of a number areas of cathedral life. At the same time our own Cathedral Council chaired by the indomitable Jennie Page, had offered to undertake a Self-Evaluation of the work of the Chapter. We accepted the offer.

So, for much of the remainder of the year members of the Council and others enlisted to help were interviewing members of the clergy and the staff of the Cathedral along with the Diocesan Bishop and other stakeholders to assess how we are doing and where we could do better. The result is a report which looks at all aspects of our life: governance, finance, mission, Enterprises, communication and much else. As with many of these things the process was as important as the result and so we were beginning to make changes as things became clear to us in the conversations that we were having.

One significant change that will be made in the coming year is the Comptroller, Matthew Knight, moving, at his own request, to working three days a week and the appointment of a full-time commercial director. Matthew will subsequently have the time to devote himself to the governance issues that the CWG and Self-Evaluation will bring and the ongoing work of overseeing the work of the Cathedral as our Chief Operating Officer.

The Commercial Director, working with the team comprising Rose Harding, Helen Caruth, Tim Charles and James Calthrop from the Conference and Events Team as well as Jon Dollin, Ruth Miller, Tony Aarons and Angela Samuels from the Shop and Visitors' Team with the Refectory can really look to increasing what Southwark Cathedral Enterprises brings into the Cathedral budget. In addition, Toyin Tukasi, the Cathedral Accountant has been appointed Chief Financial Officer and Marie Ake has been appointed as her assistant. One of the things that was identified early on in the self-evaluation process was our vulnerability in having a single person working in our Finance department. Toyin Tukasi has been our Cathedral Accountant now for twelve years but expecting her to carry the entire financial function of the Cathedral on her own is not good governance. We therefore recruited a new Finance Officer, Marie Aké, to assist Toyin and she arrived in November.

Southwark Cathedral Enterprises (SCE) is the trading company for the Cathedral. The Board of Directors is ably led by Barbara Lane and in that work she is supported by other directors including Richard Holman and Alex Cameron. We are fortunate in the skills they bring to us and we look forward to the appointment of the Commercial Director.

During the year SCE undertook the task of finding a new catering partner. Elixir, who have been our partner since 2009, had come to the end of their contract. We sought tenders from companies interested in looking after the Refectory which includes providing the refreshments for those using our conference

rooms and for the various events held at the Cathedral from carol services to elaborate functions in the nave and following a competitive tendering process, LEAFI were appointed. LEAFI is a much smaller company than we have dealt with previously and currently operate in nine sites including St John's, Smith Square and Foyles Bookshop on Charing Cross Road. We look forward to working with them whilst it will be sad to say goodbye to the staff in the Refectory including Lorraine Robins and Elaine McAllister, LEAFI will bring a new look to the Refectory and Chapter has decided that the space will no longer be used as a gallery. This is very sad but we believe that a new beginning will enable the Refectory to have new life breathed into it. We are grateful to Chris Owens and the members of the 'Hanging Committee' who for 20 years have been bringing local artists and their work into the space. We aim to continue to showcase these artists but in a different way. Watch this space!

The other regular event in April, as far as I am concerned, is the Deans' Conference. This always happens after Easter and is an opportunity for all the deans to get together, to do some learning but also to share wisdom on different matters. This year, however, we were due to have the first National Cathedrals Conference in September. So we just had a few days away in April at the Royal Foundation of St Katharine in Stepney. You can imagine that the agenda was mainly around CWG, something which from that point onwards was absorbing much of our time and attention.

The National Conference, however, was a unique opportunity for not just the deans but for many others from our cathedrals to meet and talk. It all took place in Manchester under the title of 'Common Ground'. The staff at Manchester did us proud, not least with a spectacular conference dinner in the nave of the Cathedral complete with pop-up opera singers and an after dinner speaker who was the latest in the family firm who make Acme whistles! So I came away knowing more about whistles

from the classic Acme Thunderer to the Duck Call and all stations between. Knowledge is never wasted!

Finally in April we welcomed our new Canon Missioner. Jay Colwill with his wife Jo and grown up family arrived from just the other side of the diocesan boundary in Orpington. In the Diocese of Rochester he had already been doing some of the work of a Missioner whilst being the parish priest of a large open evangelical church. Jay is proving to be a fantastic colleague and a great neighbour to me in our stalls. We hope that he can help us further define and drive our own vision for mission from the Cathedral.

May

When I arrived at the Cathedral 20 years ago we were surrounded by the mess of the building of the Jubilee Line extension and the Chapter was embroiled in the ongoing debate about the plans for Thameslink 2000. The Jubilee Line was of course opened for the new millennium but it took until 2018 for the work to be completed on the new lines and the re-developed station at London Bridge. I cannot pretend that the years of development have been easy. It was an amazing feat of civil engineering and all involved must be congratulated but the disruption that the local community suffered and the inconvenience of station closures, particularly at our peak seasons, was more than frustrating. Goodness knows how many people stopped coming to the Cathedral to worship because of how difficult the train journeys became. Congratulations and thank you if you persisted in making the journey!

I was delighted, therefore, to be invited to the formal opening of London Bridge Station by His Royal Highness The Duke of Cambridge. We all gathered in the vast space that is now the concourse of the station for the ceremony and the speeches during which the Secretary of State for Transport, Chris Grayling,

proudly announced the biggest shake-up of railway timetables that the nation had ever seen. It was going to be marvellous, we were told and delays would become a thing of the past as the network was digitalised. We all know what happened!

When the unveiling was over, Bishop Christopher and I were shown into the VVIP area to be presented to Prince William. I had come armed with a gift and what better than our own *Doorkins The Cathedral Cat* book. I gave it, of course, for Prince George and Princess Charlotte to enjoy. The Press were fascinated and I was over the moon to see the Bishop having to give interviews about the cat! That was, of course, the story that made the papers the next day. It took a few more days for the real story, the disastrous handling of the timetable changes, to hit the newsstands.

On 16 May Provost Emeritus David Edwards died. David was Provost of Southwark from 1983 until 1984. David's wife Sybil had died a few years before and his health had failed since her death. He was a significant theologian and historian, a prolific writer and a much-loved Provost. David's memorial service was held in the Cathedral in November and it was good to welcome his family and friends as well as people from across the church to remember such a great man. May he rest in peace and receive his reward. He and Sybil are to be buried together in the Retro Choir of his beloved cathedral. What struck me very powerfully is that there is no former provost or dean alive. It gave me the opportunity to give thanks to God for all my illustrious predecessors who have made Southwark Cathedral what she is today.

As Shakespeare wrote in his Sonnets, 'Rough winds do shake the darling buds of May', but May is also the month when mayors are made. One of the complications for Southwark Cathedral as opposed to many other cathedrals is knowing which local authorities we relate to. There are 14 boroughs or district

councils within the Diocese of Southwark. The mayors and their consorts gather each year at Bishop's House when the Bishop of Southwark welcomes them into their mayoral year. It is a great gathering of people. For the Cathedral, however, it is not obvious how we work with such a disparate political scene. So we have concentrated on building relationships at every level with the London Borough of Southwark and with the Mayor of London, Sadiq Khan and City Hall. With the latter of course we have a longer period of time to work. With borough mayors, as with town mayors, they change every year but with Catherine Rose, the Mayor 'made' in the Cathedral last May we have had a very good working relationship. I want to thank her for her support and encouragement. Whether a mayor is used to going to church or not, the requirements of the role are that they do and it has been great to welcome the Mayor on countless occasions during the year.

On the day of the Mayor Making, other citizens in the borough are honoured by the granting of civic awards. The nave was full on the Saturday when this happened and it was wonderful to see so many people from so many backgrounds being recognised for the huge contribution they make to the life of the borough. Amongst them, and from our own community, was James Hatts, one of our serving team, who is both the reporter and the owner of the amazing In SE1 website which is an independent community website for the SE1 area, and the SE1 and SE16 Twitter accounts. He has done an impressive job over the past 20+ years to provide up-to-date news and information for the local community. Another to be honoured was Marion Marples, one of our SPAs who I have already mentioned. Marion was honoured both for her support of isolated and vulnerable residents and the wider SE1 civic life. James and Marion were given the Liberty of the Old Metropolitan Borough of Southwark. Our friend Amir Eden was named Young Citizen of the Year, an award he richly deserved. Finally, the Mayor's Discretionary Award was given

to Southwark Police Service, Southwark Fire Service, London Ambulance Service and King's College Hospital NHS Foundation Trust for their response on the night of the terrorist attack. Congratulations to all who received awards.

June

June was going to be a very important month for us. If one has suffered bereavement, one will know that the first year is always very difficult. Everything we do is the first time we have done it without the person who has died. Their birthday, Christmas, parties, everything becomes significant and then the first anniversary begins to loom large; it becomes a hurdle to be jumped, a boundary to be crossed. Up to this point in 2018 we had been living in the year in which the terrorist attack on London Bridge and Borough Market occurred. It was the evening of 3 June 2017 when the terrorists struck, killing eight people and injuring and scaring so many more.

We had been working with Southwark Council, the local community and families affected to work out how to mark it. To be honest, we were not helped nationally; there was no clarity from the top about how the various terrorist incidents of 2017 would be marked. Then the first anniversary of the Manchester bombing came along. It was handled so well locally and nationally, people began to engage. We had our plans in place, of course, and the great and the good then decided they would be with us. This was the right decision and in the end it was wonderful to see so many from our national life in the Cathedral to mark the anniversary. The work involved in planning such a service and the logistics that surround it are incredible. We have to thank Canon Gilly Myers for her close attention to detail and her doggedness in getting things planned and right. This is especially complicated when one is having to work with different branches of the Metropolitan Police, the emergency services and other security agencies. Particular thanks to Gilly's

PA, Elaine Dawson, for all the background work she did for this and for so many other services. Thanks to all those involved: Vergers, musicians, the Choir, Servers, Ringers, Stewards, the whole team for an incredible service. Standing with the crowds on London Bridge for the formal wreath laying was so moving. It was a mark of our community to see how we have been standing shoulder to shoulder since the attack.

As part of the service, Bishop Christopher blessed and dedicated four new corbels for the exterior of the Cathedral (corbels are decorative stones beneath the roof line). Over the years some corbels had worn away and so we decided to replace them. We had asked the stone carving students of the City & Guilds of London Art School in Kennington to work with us and to suggest whom we should remember. They suggested three 'people' and the children from Cathedral School who we also asked suggested something from the immediate community.

So the students produced corbels depicting Evelyn Sharp, a local suffragist to be remembered in the centenary year which first gave women the right to vote; Doorkins the Cathedral cat; and PC Wayne Marques, the British Transport Police Officer injured in the terrorist attack whilst attempting to protect people. The children at Cathedral School suggested Borough Market. The resulting corbels are fantastic and a wonderful addition to the building, adding to the structure the characters from our community's history.

It was a real privilege to meet Wayne and his family at the first anniversary service and when they all returned for the installation of the corbels. Wayne rode in the platform lift used by those doing the installation. He put his face against the corbel and we all applauded. He was also honoured by HM The Queen with the George Medal. He is a local hero and we are honoured to call him a friend.

As another memorial, the bishop blessed an olive tree in the Cathedral churchyard. This is known as 'The Tree of Healing' and the text we are using alongside it is from the Book of Revelation:

'The leaves of the tree are for the healing of the nations.' —
Revelation 22.2

The tree is planted in soil produced from the composted floral tributes left on London Bridge after the attack. It is wonderful to know that those tributes are feeding new life into this important tree for our community. Thanks also to all those individuals and companies who helped meet the cost of the service and all that surrounded it.

In the evening of 3 June we held our second Grand Iftar. As with the attack, the anniversary fell during the holy month of Ramadan. Our first Iftar was in the aftermath of the attack, this second one we associated with the anniversary. It was an amazing occasion at which the whole local community came together. Our Muslim friends took part in the event and spoke so powerfully to us. At the heart of the event, before we broke the fast, was an amazing 'performance' of a memory piece. Local resident and writer Micelle Lovric had worked tirelessly since the attack to capture the memories and the stories of many from the community caught up in the events of the night and its aftermath. With huge skill she wove these together and created a memory piece, almost a 'play for voices' which was then performed in the Cathedral by a whole group of us, many speaking our own words, words which Michelle had recorded us saying. It was emotionally exhausting but amazingly cathartic. Watching everyone enjoying the biryani and samosas that had been provided, I realised again the richness that diversity brings and the strength of a place like Southwark and the example that we can give to the world.

Another aspect of the anniversary was to ask Alison Clark, an artist who is also a member of the congregation, to be our artist-in-residence for the month around the anniversary. Alison had suggested the project in the aftermath of the attack when I had spoken about being committed to keeping the scars of that evening visible for all to see, a reflection of the scars on the resurrected body of Jesus and that powerful and somewhat disturbing verse from the prophet Zechariah:

‘And if anyone asks them, “What are these wounds on your chest?” the answer will be “The wounds I received in the house of my friends.”’ — Zechariah 13.6

Alison’s work was called *Broken Beauty*. She took impressions of the marks of the violence on the building and using the principles of the Japanese art of *kintsugi* made the brokenness beautiful. The work can now be seen permanently displayed in the Garry Weston Library.

In June we marked the retirement of Peter Floyd from the Cathedral Choir. Peter had been a volunteer member of the choir for many years. His beautiful baritone was familiar to us all not least from his annual solo in Cornelius’ *Three Kings* during the Choir’s Christmas Concert. We thank Peter for his commitment to Southwark both in the choir and for his time as Cathedral Warden and wish him and his partner, Felix, every happiness in retirement.

July

The period around the Feast of St Peter and St Paul is always a busy one because that is the main time for the ordination of new deacons and priests. I have already mentioned that our Education Officer, Lisa Bewick, was ordained to the diaconate but we also celebrated the ordination to the priesthood of our curate, David Adamson. David is only at the Cathedral for 16%

of his time. He is also at St Hugh's but principally at St George the Martyr, Borough. Nevertheless, it is great having David around and we are grateful to him particularly for the care he gives to our weekday lunchtime congregations. He is also a regular visitor to the Broderers. They are our volunteer group of sewers and embroiderers who both make and restore hangings and vestments. The group is led by Mary Howell, who with her companions do an amazing job for us. There is always work for them to do and with huge skill they undertake whatever it is we need doing.

The day of the ordination of priests was also the occasion of London Pride. I had come back from General Synod (where we were meeting in York, looking at lots of things including the CWG report), and so was able to attend the ordination and take part in the Pride Parade through central London. About 50 people from the Cathedral and the wider Diocese formed a group walking behind a Cathedral banner proclaiming our key words 'Inclusive : Faithful : Radical'. We had t-shirts to wear and cards to hand to onlookers inviting them to join us at the Cathedral, assuring them that everyone is welcome. We received a tremendous response from all who saw us. At the same time, we flew the rainbow flag from the Cathedral tower. Of course not everyone was happy about this, nor about us taking part in the parade. However, if we are sincere about being committed to being inclusive and challenging the negative things that are said by some Christians about LGBTQI+ people and the injustice that so many receive inside the Church of England, then I believe we need to be out there, putting our feet and not just our words to the task.

The Cathedral parish has a long history of ministering to people on the margins and on the Feast of St Mary Magdalene, we join with John Constable (aka John Crow) and those who maintain the Crossbones Graveyard in Redcross Way for an annual 'Act of Regret, Remembrance and Restoration'. We process from

the Cathedral to the graveyard and remember those buried there, not least the sex workers and their babies buried in unconsecrated ground. This is the sort of stuff that we have the courage to do well. Long may it be so.

August

As a parish church and as a community in which there are a great many younger adults, it is great that we have a large number of weddings during the year. August is a popular month for weddings and we were delighted to welcome many families to the Cathedral. Amongst the weddings this year it was great to have those of former Lay Clerk, Alastair Little and Nicola Rusk; Crossbones champion and local actor, John Constable and Katy Nicholls; the curate at St George the Martyr, Sam Hole and Emily Kempson; and Youth Express leader and illustrator of the Doorkins book, Rowan Ambrose and James Wilson. We wish them and all others married in the Cathedral during the year every blessing and happiness.

September

We are blessed with having a number of international links. Canon Michael Rawson looks after the ecumenical links that we have with Bergen and Rouen cathedrals. In this he works with members of the Unity Committee. We were delighted when the Dean of Bergen, Jan Otto Myrseth, was appointed a bishop in Norway but sad to see him leave Bergen. In 2019 we hope to welcome his successor Gudmund Waller to Southwark. Our links with Rouen continue with the new Dean there, Fr Alexandre G rault.

Locally we have a wonderful relationship with St George's Roman Catholic Cathedral and also with St Olav's Norwegian Church in Rotherhithe. This year St Olav's celebrated its 150th anniversary. A weekend of celebrations began in the Cathedral

with a special Choral Evensong, a dinner hosted jointly by Bishop Christopher and me and then a Sunday of celebrations at St Olav's. Our very good friend the Revd Torbjørn Holt at St Olav's knows how to throw a party and the whole weekend was simply wonderful. Congratulations to our Norwegian friends. Long may you be our partners.

We have other international links through our relationship with the Diocese of Masvingo in Zimbabwe and every other year we are delighted to host a group from that Diocese. So, for our Patronal Festival in September a group led by Friar Fungayi Nyandoro, joined us. It was great to have them with us and to learn more about life in that country.

At the same time we have been developing links through our Canons Theologian. This honorary title has been given to not one but four people from around the Anglican Communion who can bring us different theological voices and perspectives. So far we have welcomed Esther Mombo from Kenya and Samson Fan from Hong Kong. In September we were joined by the Very Reverend Dr Cynthia Kittredge, Dean of the Seminary of the Southwest in Texas, with her husband Frank. Cynthia was on study leave and so was able to stay for a month with us. It was a time of real blessing. She is a great teacher and we look forward to sitting again at her feet. These perspectives are vital if the Anglican Communion is going to mean more to us than simply people falling out at the Lambeth Conference or other provinces denouncing provinces with whom they disagree.

One of the features of this year, and one that we hope will continue, is the amazing series of talks that has been arranged by Ruth Miller and Jon Dollin. The book talks have been a particular joy. Just look at this list of the people we have welcomed to the Cathedral to talk about their recently published books:

Margaret Willes – *The Curious World of Samuel Pepys and John Evelyn*
Fiona Rules – *The Oldest House in Britain*
Iain Sinclair – *The Last London*
Neil Faulkner – *Lawrence of Arabia*
Guy Stagg – *The Crossway*
Ndaba Mandela & Chuka Umunna – *Going to the Mountain: Memories of Nelson Mandela*
Nathan Amin – *The House of Beaufort*
Tim Crawley – *Historic Stone Carving*
Revd Dr John Binns – *The Orthodox Church of Ethiopia*
Dr Neil MacGregor – *Living with the Gods*
Diarmaid MacCulloch & Helena Kennedy – *Thomas Cromwell* (held at the Globe)
Professor Jane Glover – *Handel in London* (including an organ recital by Stephen Disley)
Geoff Marshall & Vicki Pipe – *The Railway Adventures*
Rupert Shortt – *God is No Thing: Coherent Christianity*

these bring in a huge number of people who have never been to the Cathedral – and they love it. We were especially grateful to the Globe Theatre for their collaboration with us on the talk by Diarmaid MacCulloch about his book on Thomas Cromwell. Our very good friend Diarmaid holds to his principle of not going into a cathedral whilst the Church of England remains ambivalent about LGBT issues, particularly after the treatment of Jeffrey John. We respect the position he has taken and thank him for being so willing to do things for us in the way that he can.

October

October was a strange month for me as I was away for most of it. My absence means that other colleagues have to pick up a lot of work. Canon Michael Rawson had to bear the weight of this and I am grateful to him. I am also grateful to my PA, Marie Tims, who manages me when I am at the Cathedral and when I am not

and keeps my correspondence going and the diary functioning. I promise not to be away so much again! However, what took me away was firstly a Cathedral pilgrimage to Romania. This was a country I knew hardly anything about but what drew our group of over 40 people there was a rich heritage of painted monasteries. These are not just painted inside but on the outside as well. It was an amazing experience and a beautiful country to visit. We were made to feel very welcome in a country that for a long time felt closed to those of us from the West. The opening up of Eastern Europe provides the opportunity to learn from the traditions of places such as this and that is important.

I then went, almost immediately, to Jerusalem to co-lead a course at St George's College. The participants on the course mostly came from the USA, Australia and New Zealand, all Anglicans, and a great opportunity to share with them the experience of encountering the land that Jesus knew. A particular and unexpected joy came when we went to Nablus. That is where Jacob's Well is located. It has become a special place for me after the first time we went there with a Diocesan group. Tomi Ogunjobi, then a Warden at St Hugh's, was part of the group. She raised the bucket in just the way that we read in the account of the woman and Jesus at that well in St John's Gospel. It was so moving to see Tomi doing this, an experience that stays with me. When we arrived at the church which contains the well on this occasion, it was closed whilst the elderly priest there was having his lunch. So we got back in the coach and went round the corner to the remains of ancient Shechem. I had never been to this site before. The remains of the city wall and the gateway date from the Bronze Age period and are substantial and impressive. It is amazing to think that it was here that Abram arrived with his retinue, built an altar and named God for the first time in this land (Genesis 12). There is something so powerful about engaging with these Old Testament stories in the places where they happened. I stood

there feeling the power of the place in which our father in faith to Jews, Christians and Muslims took stones and built an altar. It really is awe-inspiring.

Life was going on back in the Cathedral whilst I was globe-trotting and being awe-inspired! In October we held two memorial services for politicians, one a local Conservative, one a national member of the Labour Party. Toby Eckersley had been in the Cathedral at the hustings we held with Living Bankside before the local elections. A few days later he died. He was a great community servant, a supporter to so many and someone who held respect across the political divide. It was a privilege to hold a service for him.

The second was for The Rt Hon Baroness (Tessa) Jowell of Brixton, DBE who had been an MP in the Diocese and whose death had affected so many. The way she spoke about her cancer in her final weeks of life had a profound effect on so many people. The Cathedral was packed with political leaders past and present, former prime ministers and others, all there to pay tribute to a great woman and a great Christian. In an age of cynicism about politics and politicians, people like Tessa stand out, head and shoulders above the run of the mill.

November

In 2014 we began four years of commemorating the First World War. Many of us worried that we would have remembrance fatigue by the time Armistice Day 2018 arrived but that was not the case at all. In fact, the desire to remember was so strong throughout the country. It was amazing to see the imaginative ways in which people remembered: knitted poppies, silhouettes of soldiers and memorials of all kinds and young and old were caught up in it side by side. Black History Month in October had been an opportunity to remember the contribution made by people from what was then the Empire. At our own war

memorial on Borough High Street, in City Hall, in Southwark Council's offices, at London Bridge station as well as in the Cathedral itself, acts of remembrance were held and people gathered. It was great to work with so many groups over those days.

The end of the month was marked by a devastating flood in the Deanery. The cistern of a lavatory on the top floor came away from the wall during the night and for four hours water at full pressure flowed through the house. When I was woken by neighbours (the water was even coming through into their house), I discovered the devastation. The sitting room, dining room, part of the kitchen, bits of my bedroom as well as the bathroom where the problem began were completely ruined. Thank goodness there are people around who can step in in a crisis and stop the water and get the electrics working again and then assist in the process of recovery and restoration. As I write this report, the work is still ongoing and we are still living in the conservatory! There is light at the end of a long tunnel, however. It did mean that 'Hotel Bankside' (as it is known in the Cathedral), has been out of action in terms of offering hospitality. That is a great loss as we try to use the Deanery to extend the ministry of the Cathedral in accommodating visitors and in entertaining groups of people, especially in the run-up to Christmas but we still had a home and so we cannot complain. It was poignant therefore to be involved once again in the Robes Sleep Out at the end of November. Thank you to the members of the Sleep Out Committee who are experts at organising what is always an important evening. Thank you to all those from the Cathedral who look after our guests when the project is up and running. You do a wonderful job and particular thanks go to Neil Tryner and Amanda Hill in managing this.

December

As soon as December arrives, we begin the carol services and carol concerts that bring thousands of people to the Cathedral. It is great to work with so many charities, companies and groups who want to come to church at this time of year, to hear the scriptures read and sing the familiar carols. With the Deanery out of action, we offered hospitality at the Cathedral and it was great to be with friends and supporters with whom we had worked throughout the year. Then Christmas arrived with record attendances at services. Was it, we wondered, about Brexit (I have avoided the 'B word' until now) and the uncertainty that was in the air? When things are so uncertain we tend to look to the familiar and at Christmas we find it. The 'Meaningful Vote' promised by the Prime Minister was then taken off the table and we approached the end of the year with no more clarity than we began it. As we sang our carols, however, we remembered the politically uncertain world in which the Incarnation occurred, the present moment with which I began this report, the fecund present moment in which God acts.

It was a good year, financially challenging – visitor numbers only picked up after the first anniversary of the terrorist attack – but at many times in the year we saw the Cathedral at its very best, whether hosting an Iftar with our Muslim friends, marching with pride in Pride, marking the first anniversary of the attack or the centenary of the Armistice, or simply doing what we should be doing, offering the *opus dei*, the worship of Almighty God, day in, day out. This is the Cathedral we love, the Cathedral I love.

I gave you just part of that poem at the beginning – here is the whole of the poem that was sent to me, 'The Southwark Gloria'.

Gloria in excelsis:
Gloria in trains trundling
Past cathedral windows,

*In tall shoots, stretching skywards
Over rumbling viaducts, high.
Gloria in the space of silence
In waiting Harvard
And the retro choir.
Gloria in our multi coloured,
Multi gendered revelation,
Of blessed incarnation
Inside this womb of consolation
and without.
Gloria in lonely isolation,
Gloria in blessed congregation:
In Bishop, priest and people dressed
For splendid celebration.
Gloria, as wafts of spicy food
and traffic fumes
Invade our nostrils,
As people lap our borders
With their gastronomic buys.
We sing our Gloria
To the glorious,
To the hopeful
And the suffering;
To the present moment
In all it's deep fecundity,
In all it's sweet theophany
From Earth to heaven, high.
Gloria, Gloria, Gloria
We worship and adore you
Our dear and suffering servant
Our endless life-filled spirit
The source of all our being
Gloria in excelsis Deo
Et in terra pax hominibus.
Glory to you, most high!*

In this incarnational space we live out our lives and proclaim the good news of the Kingdom of God. It is good news and 2018 was a good year in which it has been a privilege to serve you as Dean. Thank you for all your support. We must always pray the prayer of former Secretary General of the United Nations, Dag Hammarskjöld, and have the courage to do so, none of us knows what the future holds, only that God is already there with scar-marked hands held out in love.

*For all that has been,
Thank you.
For all that is to come,
Yes!*

A handwritten signature in black ink, appearing to read "Andrew Nunn", followed by a long, sweeping horizontal flourish.

Andrew Nunn
Dean





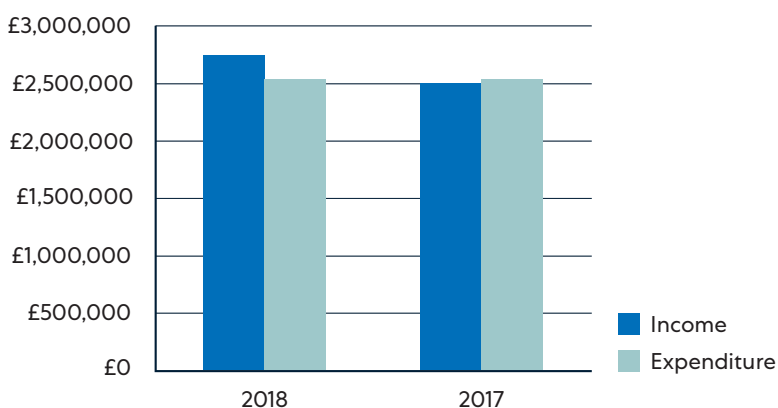
Reports

Summary of Annual Accounts 2018

This summary of the Annual Accounts provides a brief overview of the Cathedral's finances in the year to 31 December 2018, some general information on the sources of the Cathedral's income and details of its expenditure. These summary annual accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the Cathedral 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 2018, there was an increase in unrestricted funds of £157,147 (before investment gains) compared with a decrease of £36,637 in 2017 as can be seen in the chart below.



However, this surplus includes £187,500 in donations from a member of the congregation which the Chapter has decided to designate for the forthcoming 'Big Shift' project and an additional profit transfer from Southwark Cathedral Enterprises of £43,644 which represented the final transfer for 2017. When these two items are stripped out of the figures, there is deficit on our continuing activities of £73,977. This result is disappointing and comes after a very good year for Southwark Cathedral Enterprises whose net profits for the year were up £60,000 on 2017. The results were lower than expected due to an absence of growth in stewardship income and congregational giving and higher than anticipated property costs including the failure of both the passenger lift and platform lift in the Millennium Buildings, Refectory sump pumps and necessary replacement of boilers. The decision to undertake a branding exercise (costing £26,694) also contributed to this deficit although this was seen by Chapter as an essential first step in promoting the Cathedral more widely to visitors and to sorting out the issues of signage around the site which we believe act as a drag on our ability to increase visitor income. Much of the plant and equipment in the Millennium Buildings is nearing the end of its life at around the same time, and changes to legislation and the limitations imposed on us by the Care of Cathedrals Measure, and what changes we can make to a Grade I listed building, often mean that repair works take longer and are more costly than if we were refurbishing modern office accommodation.

Income explained

The total income for the Cathedral (including Enterprises and investments) was £2,749,443 in 2018 compared with £2,524,054 in 2017.

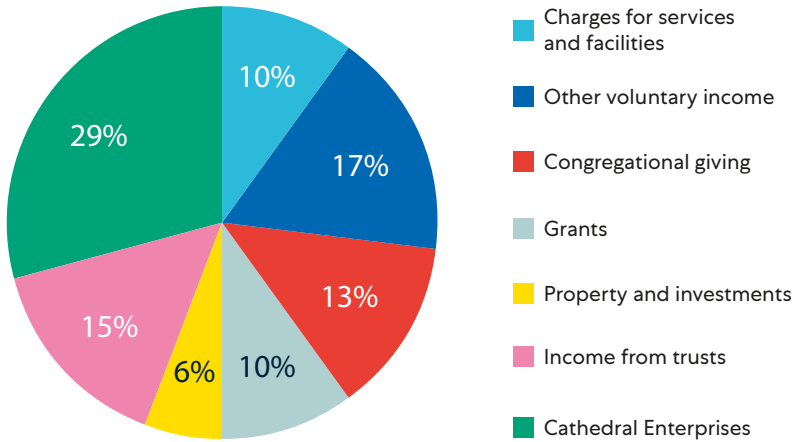
The proportion of income coming from Stewardship was 13% of the total. This represents £336,636 of income (including tax recoverable under Gift Aid) which is slightly down on the previous year. This source of income is so critical to ensuring we can maintain the daily mission and ministry and we are 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 turnover of Southwark Cathedral Enterprises Ltd increased by more than £80,000 to £791,166 compared to the previous year due to a block booking for all our conference rooms in the first quarter which brought in an extra £70,000. This, together with the profits generated by the other business streams (special events, Shop, Refectory), enabled the company to make a charitable distribution to the Cathedral of £358,643 in 2018.

Income figures for 2018 include £419,862 received in grants towards a variety of projects including the completion of the re-roofing of the choir and Retro Choir masonry works and an upgrade to the Cathedral sound system (funded by the Cathedral Friends).

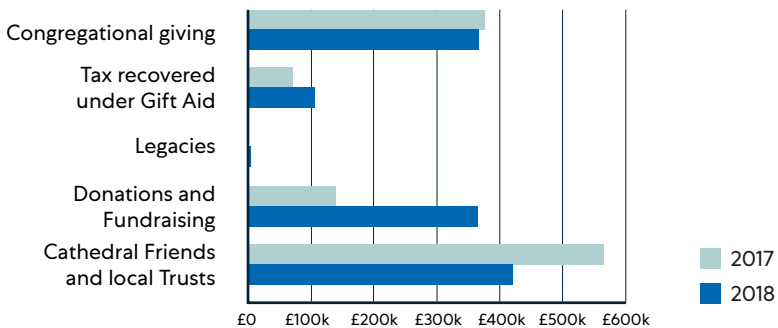
The chart opposite shows the sources of the Cathedral's income:

Annual Accounts



The grants income shown above includes £203,751 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.

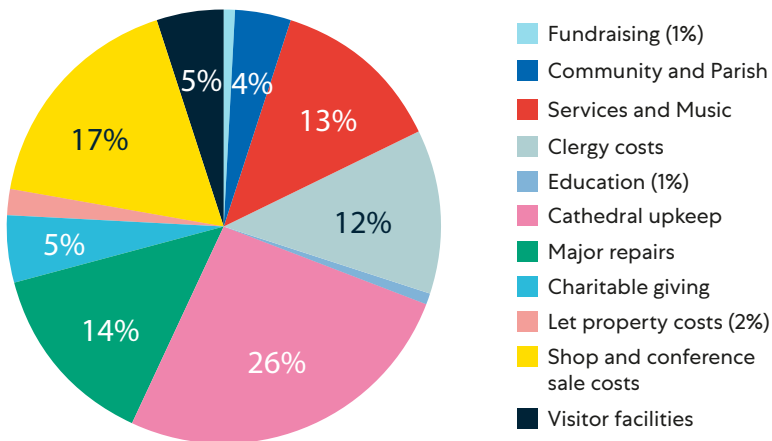
The chart below shows the sources of voluntary income in 2018 and 2017:



As mentioned earlier, income from Trusts increased dramatically as there were several major works to the fabric taking place during the year.

Expenditure explained

The total expenditure by the Cathedral (including Enterprises) was £2,548,261 in 2018 compared with £2,541,400 in 2017. The effort by all departments to manage their budgets extremely carefully and to minimise waste ensured that our expenditure did not materially increase when compared to the previous year. The chart below shows how the money was spent:



Major areas of expenditure are Clergy Costs (£304,1531), the cost of maintaining the Cathedral and its precincts, including major repair and restoration works, (£1,007,006), and the cost of conference and Shop sales (£424,585), 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 2018, this amounted to £27,690 and is included within the Charitable Giving total in the chart above.

The largest area of expenditure is our staff. An increase of over 4.5% in 2018 in the London Living Wage rate that we apply as the minimum for our paid staff had an effect as it was in excess of the inflationary pay increase budgeted for. A further increase of 3.5% was announced in late 2018 which was applied to those staff paid at that level from 1 January 2019. These increases have also meant some adjustment of salaries for those earning just above the London Living Wage in order to maintain differentials. The Chapter was very happy to implement the London Living Wage for all its employees responding to an appeal by the congregation. However, the above-inflation rises in recent years are putting a strain on our finances (especially in our facilities and retail and visitor services departments) and we hope that the congregation will bear this in mind when reviewing their levels of stewardship giving so that we can continue to afford to pay our staff a Living Wage.

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 £17,582,500. 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.

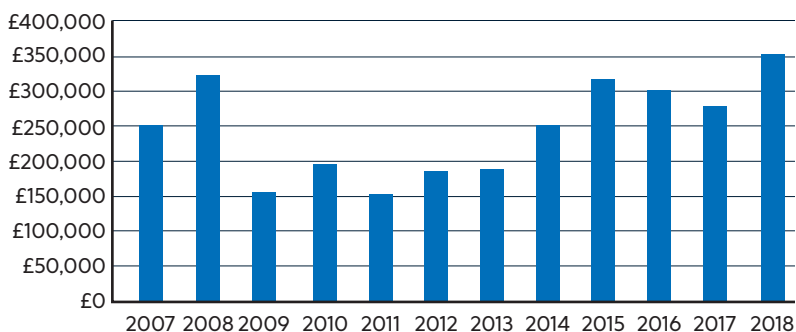
Conclusion

The current financial situation has been the subject of much discussion in the Finance Committee and action has been taken to introduce an even more rigorous expenditure approval regime to ensure all departments work within their budgets, and to undertake budgeting on a three-year basis instead of one year at a time. This, combined with a professional survey of all our residential properties and the Millennium Buildings (which are outside the scope of the Cathedral Architect's Quinquennial Inspection), will enable us to budget for property expenditure on a planned basis across a three-year span and take decisions about preventative maintenance that will reduce costs in the long term. The Chapter has also approved the recruitment of a new Commercial Director who will explore new sources of income, maximise occupancy of our conference rooms, and work with our new catering partner to drive an increase in income from commercial activities. By taking these steps, the Finance Committee and Chapter believe that it will be possible to continue our objective of delivering surpluses each year.

Matthew Knight
Comptroller
April 2019

Southwark Cathedral Enterprises Ltd

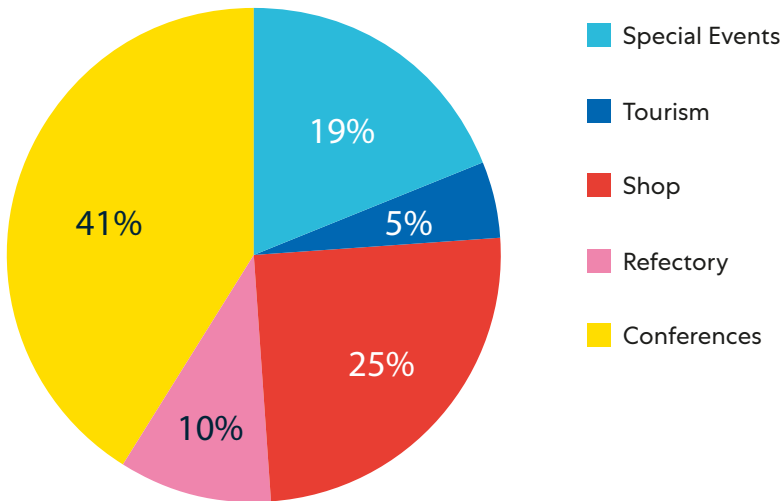
Southwark Cathedral Enterprises Ltd is wholly owned by the Chapter, and manages the main commercial activities of the Cathedral, including the Cathedral Shop, conferences, events and concerts using the Cathedral's premises, the catering contract, and visitor-related income. Profits are Gift-Aided to the Cathedral. In 2018 the gross income was £791,166, up from £708,151 in 2017 and the company made a Gift-Aided donation of £358,643 compared to £284,416 in 2017 although this included £43,644 from 2017 which was Gift-Aided after the year end. The company profit was £366,581 compared with £306,733 in 2017. To put this in context, the chart below shows the contribution to Cathedral funds made by the company over the past 12 years. The total since contribution since the opening of the Millennium Buildings in 2001 is now more than £4 million.



2018 was a much better trading year than 2017 which was badly affected by the terrorist attack on 3rd June. Our visitor numbers increased by 4% to 190,000 but it was only in the second half of the year that they exceeded those of the year before. In other words, there was a full twelve months (from June 2017 to June 2018) where visitor numbers were down by

around 20% compared with the previous year, followed by an increase in the second half of 2018 of 20% thereby restoring visitor numbers to where they had been prior to the attack. The variation in visitor numbers impacted most on our shop and visitor income, and on footfall in the Refectory.

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 was boosted early in 2018 by a block booking from News UK while their own conference facilities were being refurbished. Our sales team, headed by Rose Harding, worked hard to secure a range of new clients for our conference rooms as well as continuing to attract our regular repeat business. Special events business had another very successful year with a number of high-profile events bringing in £120,000 in income. Overall, conferences and events delivered £259,310 in profit (on a turnover of £474,138) compared to £217,523 in 2017 (on a turnover of £414,185).

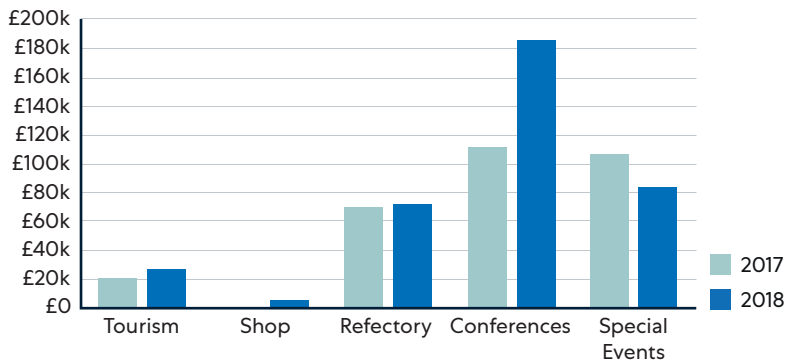
Although the principal role of the Cathedral Church is to be a place of Christian worship, we are a popular venue for performing arts, and we host a large number of concerts by amateur music groups, informal recitals by visiting choirs and professional productions by choirs, theatre companies and orchestras such as The City of London Sinfonia and London Concertante who have become regular bookers. Our special events provide a vital source of income for the Cathedral although they can have a significant impact on the rest of our life. As usual in December we host a wide range of schools and organisations holding their carol service and concerts with over forty events in the diary between Advent Sunday and Christmas Day. These not only bring in valuable income but also a large number of people who might not otherwise visit the Cathedral and are therefore an important mission activity.

The Shop delivered a profit of £6,699 in 2018 (£19 in 2017). Shop turnover is closely linked to visitor numbers and these were badly affected, as explained above, by the immediate aftermath of the terrorist attack in 2017 and by the continued drop in visitors for twelve months afterwards. Sales picked up well in the second half of 2018 and turnover overall was up 12% on the previous year at £199,079. Merchandise connected with Doorkins (the Cathedral cat) continues to sell very well with the Doorkins book now joined by a very successful calendar.

Catering in the Refectory and for special events is provided by Elixir UK under a contract that runs until 31st July 2019. There have been mixed results in recent years following regular changes of general manager, although the standard of food quality and turnover have recently increased. Elixir UK delivered £81,437 in the form of concession rent (based on a percentage of public and event catering sales) which was 8.5% higher than in 2017 (£75,000). During 2018, the Board of Southwark Cathedral Enterprises conducted a tendering process for the new catering contract and chose LEAFI as the new catering partner.

Following a slow recovery of visitor footfall, income from our tourist-related activity increased significantly. This is due partly to continued healthy sales of our visitor leaflet at the welcome desk in Lancelot's Link but also to the new initiatives from the visitor services team including the very popular series of heritage talks, photography evenings and events that focus on the history of the local area. Traditional tour-group income also continues to be an important part of our offering to visitors. The profit generated from tourist activity was £27,901 (compared with £21,615 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 are redecorated 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.

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, April 2019

Fundraising

2018 marked Southwark Cathedral Development Trust's seventh full year of activity, during which the Trust raised £466,951. The Trust exists to support the Cathedral's fundraising; to this end, grants from the Sanderson Foundation to the Trust (£25,000 in 2018) have enabled the Cathedral to employ a fundraiser to fundraise primarily for the Trust's objects (fabric and music). Tom Poole was recruited as the new Fundraiser and started in July 2018. Tom's arrival has increased the capacity of the Development Office to undertake more concentrated fundraising work. Overall in 2018, grants were made from Southwark Cathedral Development Trust to the Cathedral of £281,761 for fabric works (including £28,173 toward the platform lift repair), £13,300 for music, and £1,749 for the bells project.

Following the Trust's third successful application to the Government-funded First World War Centenary Cathedral Repairs Fund (toward re-roofing the choir and carrying out high-level works to the masonry), grant drawdowns were received in January and March. Further grant money was made available to cathedrals in the summer, and an application for an additional grant towards work on the Retro Choir masonry was also successful. This work was completed in November 2018, with additional funding received from the Worshipful Company of Launderers, the Worshipful Company of Tylers and Bricklayers, and Lord Barnby's Foundation (the latter grant made directly to the Cathedral). To mark the work to the choir roof and masonry, Southwark Cathedral commissioned new stone corbels carved by City and Guilds of London students that were installed on the exterior wall of the north choir aisle. Southwark Cathedral Development Trust received donations totaling £7,928 from Borough Market, the British Transport Police Association and private donors to enable grants to the Cathedral to cover the cost of carving and installing these corbels. Finally, a donation

from Mrs Angela Crockatt (received by the Trust in 2017) funded the cost of repairing two pinnacles.

Southwark Cathedral Development Trust received grants toward the Boys' Choir from Morden College and the Marsh Christian Trust. The Cathedral received a grant toward the Boys' Choir from the Golsoncott Foundation, and a grant toward the Choirs from the St Olave's & St Saviour's Schools Foundation. In addition, £6,625 was contributed toward the costs of the Girls' Choir from the proceeds of the St Mary Overie Appeal (which concluded in 2016). The Cathedral also received donations toward the 2018 Girls' Choir tour from the Worshipful Company of Needlemakers, St Olave's & St Saviour's Schools Foundation, the Newcomen Collett Foundation, the Friends of Southwark Cathedral, the Worshipful Company of Launderers and private donors.

The project to re-hang the Cathedral bells was completed in 2017, but a donation to the Southwark Cathedral Development Trust bells fund of £2,000 from the Society of Royal Cumberland Youths was received in 2018, of which £1,749 has so far been granted from the Trust to the Cathedral towards additional fine-tuning works on the bells and frame following the re-hanging.

The 2018 Lent art installation was supported by donations to the Cathedral from the Dean's Fund, the Worshipful Company of Dyers and a private donor. The Friends of Southwark Cathedral made a grant to the Cathedral of £25,172 for the refurbishment of the Cathedral sound system, and the Cathedral also received a grant of £3,500 from the Friends toward much-needed repairs to the altar frontal cupboard. The Friends continue to contribute to many projects at the Cathedral, for which we remain immensely grateful.

Finally, the Cathedral received a grant of £30,425 from the Government-funded Vulnerable Faith Institutions Scheme to cover the costs of improving the security of the Cathedral offices following the 2017 London Bridge attack.

Education Centre

Most Popular Trails

General Tour, Victorian Classroom, Experience Easter

Most Popular Workshops

Victorian Artefact Handling, Stained Glass

Visitor numbers 2018

Primary: 4,784

Secondary: 523

Adult: 115

Total: 5,422

The Work of the Education Centre

At the core of the Cathedral Education Centre's work is the provision of a high-quality programme of trails and workshops reflecting the distinctiveness of the Cathedral and using the building to inspire awe and wonder in our visitors. The schools' programme introduced in September 2017 is now well established and a broad catchment of schools continue to visit and participate in Education Centre activities.

Particular successes in 2018 were our Remembrance service and Journey to the Manger. The Remembrance service was attended by 339 primary school children. Led by Bishop Jonathan Clark and Canon Mandy Ford, this creative service enabled us to engage with new schools, as well as welcoming schools who have visited previously to engage with us in a different sort of way. Journey to the Manger saw 225 Year 2 children from Diocesan Schools visit for a day of storytelling and craft activities. With reflection on last year's experience and with support from the Education Centre volunteers, Cathedral volunteers and curates from the Diocese, we were able to strengthen the content and

delivery and, therefore, the overall experience, resulting in some very good feedback from teachers and volunteers alike.

Within our general programme, we have continued to see a reduction in demand for classroom-based activities (though numbers for Cathedral-based trails remain at an encouraging level). Factors such as tighter school budgets and a focus by teachers and governors on the distinctiveness of school trip activities have continued to affect this, and we do not expect to see this change in the near future.

The Education Centre Administrator, Emily Halton, plays an integral part in the Education Centre's operations – particularly in her oversight of school bookings and liaising with the volunteers. Emily also largely manages the administration of the Diocesan Resource Exchange, of which the Education Centre has oversight.

At the end of June, our Education Officer, Lisa Bewick, was ordained deacon and, in this capacity, has joined Cathedral clergy in leading Collective Worship at the Cathedral School, strengthening links with some of the children and families who are part of the Cathedral congregation and particularly Junior Xpress. Lisa continues to work with Canon Michael Rawson to support the volunteers who lead Junior Xpress sessions on Sundays and, with the agreement of the parish where she is curate, spends one Sunday each month at the Cathedral supporting our work with children and young people in Junior and Youth Xpress as well as joining the Choir for lunch.

Canon Mandy Ford continues to line manage the Education Centre, supporting its work with schools and supporting the Education Officer as the role continues to develop and as we continue to work to integrate the Education Centre more fully into the life and mission of the Cathedral.

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. However, we also recognise that factors such as increased family commitments have, in some cases, limited availability. There is a need 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. 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: edcentre@southwark.anglican.org for more details.

Funding

The generation of funds to run the Education Centre is facilitated by the Education Officer and Hon. Treasurer. In the financial year 2018 we received support from Southwark Cathedral and our Circle of Support, including two significant donations. In a funding climate which has changed considerably since the Education Centre's foundation in 1996, the generation of funds remains a significant challenge.

Lisa Bewick
Education Officer

Unity Group

“With Him I believe in the principle of our universal Christian brotherhood, which rises above all national interests”. —

Dietrich Bonhoeffer, 8 April 1945

The Cathedral Unity Group, which is an informally constituted group responsible to and reporting to Chapter under the auspices of the Sub Dean, is responsible for ecumenical outreach. It organises and encourages participation in ecumenical activities locally, nationally and internationally.

Local Ecumenical Activity

During the year, the Cathedral continued to build on its relationships with the South Bank Churches of which it is a member. This is an ecumenical grouping of missional and outward churches of various denominations in the South Bank area which includes Methodist Church, the Salvation Army, Oasis and St John, Waterloo. South Bank Churches runs a food bank to which members of the Cathedral congregation contribute through the Cathedral Shop. It also established an initiative called Harvest for Hope which is a project to house and support a family of Syrian refugees. It is also setting up an environmental project called Eco Church. Members of the congregations of all South Bank Churches joined in the Walk of Witness on Good Friday.

We continued to participate in the periodic Unity Forum meetings with representatives from St George's R C Cathedral and St Olav's Norwegian Church in Rotherhithe. Here we share information about our current activities and witness. An ecumenical service of reflection was held jointly with St George's Cathedral to commemorate the end of the First World War on Remembrance Sunday. The Unity Group itself

considered the joint Anglican-Catholic paper entitled ARCIC III and this has also been discussed at the Unity Forum. We have agreed to discuss proposals to 'walk and talk' more closely as the paper proposes, and to that end we will be discussing positive initiatives at our forthcoming meetings.

The Robes Project reports to the Unity Group at each of its meetings by members of the project who are also members of the Group. The issue of homelessness, particularly in London, is one which continues to concern us all, and the Project is an enormously successful ecumenical initiative which has facilitated change in the lives of numerous homeless people. The Robes Project has been in operation for more than ten years and has reached a stage where consideration is being given to future development. This year's SleepOut was again very successful even though, for various reasons, it did not bring in as much by way of contributions as had been raised in the record-breaking year of 2017.

International links: Bergen and Rouen

We have continued to share our faith and our witness with Rouen and Bergen cathedrals during the year and as a result, many deep friendships between members of the several congregations have been formed. Several members of the congregation of Bergen Cathedral visited London at various times during the year, and we were pleased to welcome them at the Cathedral. In late September, a group of some nineteen members of the congregation of Southwark, led by the Sub Dean, visited Bergen Cathedral on a pilgrimage with many enjoying the warm hospitality of Norwegian hosts. A visit was made along Hardanger Fjord to two interesting churches, and on Sunday 23rd September the Sub Dean preached at the ecumenical Eucharist at Bergen Cathedral. There were warm and heartening discussions throughout the weekend and our

ties and our friendship were strengthened as we shared the experience of faith and witness together.

We have also continued to build up our contacts and friendship with Rouen Cathedral. As with Bergen, each congregation regularly prays for each other, and our contact in Rouen has been particularly assiduous in responding through contact to matters of national and international significance. In this way, we have continued to share our concerns as Christians in an increasingly divided world. We are making plans for members of the congregation of Rouen to visit Southwark on a pilgrimage during the weekend of 17th to 19th May 2019.

Wider ecumenical issues

In early September the Group met for an informal meeting to discuss in detail the joint Anglican and Catholic Paper ARCIC III (as referred to in this report in our discussions in the Unity Forum). This proved to be a most useful conversation as it encompassed various aspects of ecumenism in relation to our lives and witness at Southwark Cathedral. We agreed that such discussions would help our general consideration of ecumenism, as it relates to the Cathedral, and would help us to have better over-sight and to launch further initiatives where appropriate. We therefore agreed to hold similar discussions in future.

The Unity Group comprises Canon Michael Rawson, Andrew Viner (Chair), Guy Rowston, Marlene Collins, Marion Marples, George Martin, Frances Goodchild, Helen Shipley, Frances Hiller, John Beynon, and Odette Penwarden.

Andrew Viner

Cathedral School

2018 was an exceptional year for the school. In March, we were graded 'Outstanding' in all areas in a SIAMS (Statutory Inspection of Anglican and Methodist Schools) inspection and, in December, we were ranked 1st in London and 5th in the country in terms of academic achievement.

Siams Inspection

The SIAMS inspection provided a hugely positive report and highlighted our strong, distinctive ethos in an inclusive place of learning within a Christian context. It noted: "The Christian mission, the motto and the 'fruits of friendship' work well. As a result, behaviour across the school is exceptional. Pupils across the age and ability range are articulate, open and confident... The commitment of governors and senior leaders has a clear and lasting impact on the exemplary behaviour and attitudes of the pupils, which is seen consistently throughout the school."

The inspection felt leadership was a strength highlighting: 'Leadership and management is exceptionally strong in this very special school... Leaders' relentless drive for improvement has led to some notable and significant successes.'

Top Primary School In London

The primary league tables were published in December and the school was ranked as the top primary school in London, a feat never before achieved by the school. It is worth remembering that Cathedral School is a state-funded primary which admits pupils from its locality. It is not selective, which makes its academic achievements all the more remarkable.

As we all know, examination results are just one measure of a school's success, but nevertheless it is a tremendous achievement and thanks must go to everyone who has made the school such a special place of learning over the years.

Curriculum

The curriculum of the school continues to be broad, balanced and inspiring. Outcomes in art, humanities and other foundations subjects are of a high quality. We continue holding special weeks such as world faith week, arts week and science week, and 2018 saw us organise the school's first ever poetry week. Drama and performance, in particular, enjoy a prominent focus in the school and the quality of performances and oracy across the school is exceptional. The Christmas and Easter shows performed at the Cathedral are highlights of the year, as is the end-of-year show, which in 2018 was Disney's *Aladdin*.

The impact of the high quality teaching is seen in pupils' outstanding achievement across much of the curriculum and in their excellent spiritual, moral, social and cultural development. Teachers use the whole curriculum very effectively to improve these skills. They encourage all pupils to constantly think about how to improve their work. All pupils have the opportunity to take part in a range of extra-curricular enrichment activities and are exceptionally well prepared as successful, independent learners. The SIAMS inspection noted: 'The curriculum is highly effective... It offers a level of challenge which staff use very well. Enquiry and analysis, as well as other higher level skills, are used to very good effect by skilful teachers and teaching assistants.'

Friends of Cathedral School

We were very pleased that parents and friends of the school were able to organise successful Christmas and summer fairs which raised hundreds of £s for the school. Using this money,

the school was able to arrange a theatre visit for all our children. The school also used this money to hire a touring pantomime to visit us. We are very grateful for all the parental support we receive.

Attitudes, Well-Being and Attendance

Pupils' attitudes to learning are excellent and all pupils are committed to doing their best. Pupils are exceptionally well motivated about learning and enjoy being at school. Pupils enjoy attending very much, resulting in outstanding levels of attendance found in the top 10% of all schools. The SIAMS inspection noted: 'Due to the high level of thought that is given to the whole school community's wellbeing, and the care that is taken over responding to individual needs, pupils have a deep sense of their own cultural and spiritual development.'

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

Stephen Scott
Acting Headteacher

'The relationships within the school are close and so families feel supported, known and loved. This is a school where stories are told of hope and a future.' — SIAMS inspection 2018

Southwark & Newington Lancelot Andrewes Deanery Synod

Deanery Synod elected representatives have, since 2017, been as follows: John Benyon, Liz Bryant, Amanda Hill, Elizabeth James (Deanery Secretary), Marion Marples, Jennifer Schwalbenberg and Neil Tryner. Canon Michael Rawson represents the clergy.

The Area Dean is Fr Andrew Moughtin-Mumby of St Peter, Walworth. The Deanery meets under the patronage of Bishop Lancelot Andrewes, whose day was marked with a special Eucharist and devotion at his tomb in the Cathedral, before the September meeting. Meetings have also been held at St George the Martyr, Southwark and St Michael, Camberwell. There was a Deanery Service of Reconciliation at St Paul, Newington during Lent.

In February, the following motion, already agreed by Hereford Diocese, was agreed (with one abstention) by the Deanery Synod and then passed to Diocesan and General Synods:

That this Synod request the House of Bishops to commend an Order of Prayer and Dedication after the registration of a civil partnership or a same sex marriage for use by ministers in exercise of their discretion under Canon B4, being a form of service neither contrary to, nor indicative of any departure from, the doctrine of the Church of England in any essential matter, together with guidance that no parish should be obliged to host, nor minister conduct, such a service.

Synod meeting agendas have focused on the Deanery Mission Action Plan with its four priorities:

- A. Youth - Education and students
- B. Social Action
- C. Regeneration and bridging the gap between and within communities
- D. Evangelism

There has been a creative response to these from individual parishes and from the Deanery as a whole.

The Synod also discussed a response to Bishop Christopher's Vision & Goals for 2017–25, introduced to the Synod in April by Archdeacon Jane Steen; one response to this has been the organisation of a Deanery Vocations Evening.

In July, Fr Andrew, as Presiding Officer for the election (by lay members) of Deanery Synod representatives to the Diocesan Synod, announced the election of Stuart Murrell (St Peter's, Walworth) and Gillian Reynolds (Southwark Cathedral) to serve as members for the next three years; they were also welcomed to the Deanery Synod at the September meeting.

Elizabeth James
Deanery Secretary
March 2019

The Mothers' Union Cathedral and St Hugh's Branch

The Mothers' Union Branch linking the Cathedral with St Hugh's Church had an active year last year, starting the year by writing and leading the service of Midday Prayers for the Diocesan Mothers' Union, on Wednesday 28th February. The Diocese hold MU Prayers in the Harvard Chapel every fourth Wednesday of the month, led by a different Branch and Episcopal area each time. The first of our fundraising cake sales was held as usual on Mothering Sunday, after the 11.00am Choral Eucharist, with an agreed amount of the cash raised going to the Waterloo Food Bank, which the Cathedral is much involved with. A new member, Iris Mqotsi, was admitted to the Branch on 15 April during the Choral Eucharist service, by Canon Gilly Myers, and welcomed by all.

The Diocesan Festival Eucharist was held on Saturday 21 April in the Cathedral with several of our members helping with Stewarding or by being Eucharistic Ministers. In June, as the weather was getting increasingly warmer, members helped serve hot and cold drinks to visitors during the Diocesan Festival of Hope, held in the Churchyard. The Chief Executive, Beverley Jullien, and the then World-wide President, Lynne Tembey, were both present, as was our then Diocesan president, Cynthia Smith. In August, after much discussion both amongst ourselves as a branch and with the Dean and the Sub Dean, we at last came to a decision about a suitable banner we could use as a Branch Banner on the very few occasions we need such. It is a banner which was designed by John Rivers and John Tanner, and commissioned for use by the Unity Forum group, but we may borrow it, mainly when the Diocesan Festival Service with a Banner Procession, is held each year in the Cathedral.

Our Founder, Mary Sumner's day falls on 9 August each year when a special service is held in Westminster Abbey. At the end of August each year, 31 August to 2 September, all branches throughout the World devote time to a special Wave of Prayer Service. We receive a backbone copy from the Diocese and add our own songs and reading(s) and hold the approximately 40 minute service in the Harvard Chapel, on the most convenient day for members and the Cathedral. On 6 September the Cathedral was host to three visitors from the Diocese of Masvingo, one of our Link Dioceses in Zimbabwe – Friar Fungayi, Fr Misheck and Miriam Vela – the representative from the Mothers' Union in Masvingo. Ada, the Leader of the Cathedral with St Hugh's Branch, represented us attending various London functions arranged in honour of the Masvingo Visitors. On Sunday 9 September – our Patronal Festival – we held the second of our fundraising cake sales, raising over £500, 75% of which was sent to the Masvingo Mothers' Union branch. We all attended a lunch in the Garry Weston Library following the cake sale to meet and chat with the visitors, who were leaving the following day. Nearly at the end of another year, we attended and helped with the Black History Month service, commemorating the *Windrush* anniversary.

At least two of our members volunteer at the 'Tea at Three' project set up in the Neonatal Unit of the Evelina Children's Hospital, and a Thanksgiving Service for the work of the MU Volunteers was held in the St Thomas' Hospital Chapel led by the Revd Mia Holborn, the Hospitaller. One of these volunteers also helps at Lucy Brown House, the local sheltered housing Unit, once a month, and another volunteer helps at the Food Bank at St George the Martyr Church, on a Monday morning. We held our own Bring and Share Christmas Social in one of the Cathedral function rooms just before Advent, inviting all to come in and share. Finally the Diocesan Advent Service was held in All Saints Church, Kingston this year, and later in December, a Christmas Lunch was held in the Great Hall at St Thomas'

Hospital, for all the Chaplaincy and Mothers' Union volunteers with the Evelina Children's Hospital, followed by a candlelit service when Bishop Christopher preached, and carol singing around the wards.

Lastly on a very sad note, one of our members lost her husband following a very long illness, and is currently taking leave to go to her Nigeria homeland for the funeral.

Heather Smith
Deputy Leader

Images

Cover – The Cathedral East Window by Sir Ninian Comper,
Photography Aidan Cusack

Pages 4/5 – Mayor Sadiq Khan with members of the Cathedral's
Girls' Choir at The Mayor's Carol Service, 17 December 2018,
Photography Southwark Diocesan Communications

Pages 40/41 – Banners at The Mothers' Union Festival Service
with Commissioning of Mothers' Union Worldwide President and
Board of Trustees, 26 February 2019, Photography Southwark
Diocesan Communications

The first part of the paper discusses the importance of understanding the local context in which a project is implemented. This includes a thorough understanding of the community's needs, values, and beliefs. It is essential to engage with the community from the very beginning, ensuring that their voices are heard and their input is valued. This process of community engagement is not a one-time event but a continuous process that evolves as the project progresses.

The second part of the paper explores the challenges that often arise in community-based projects. These challenges can range from a lack of resources and funding to a lack of community buy-in and support. It is important to anticipate these challenges and develop strategies to address them proactively. For example, building strong relationships with community leaders and stakeholders can help to secure the necessary resources and support.

The third part of the paper discusses the importance of monitoring and evaluation in community-based projects. This involves setting clear goals and objectives at the outset and then regularly assessing progress against these goals. Monitoring and evaluation are not just about measuring success or failure; they are also about learning from the experience and making adjustments as needed. This iterative process is crucial for ensuring that the project remains relevant and effective.

The fourth part of the paper discusses the importance of sustainability in community-based projects. A project that is not sustainable is unlikely to have a lasting impact on the community. Sustainability involves ensuring that the project's benefits are maintained over time and that the community has the capacity to manage and maintain the project's outcomes. This can be achieved through a variety of strategies, including capacity building, resource mobilization, and the establishment of local governance structures.

The fifth part of the paper discusses the importance of collaboration and partnership in community-based projects. No single organization or individual has all the resources and expertise needed to successfully implement a community-based project. Collaboration and partnership with other organizations, community groups, and government agencies are essential for pooling resources, sharing expertise, and increasing the project's reach and impact.

The sixth part of the paper discusses the importance of transparency and accountability in community-based projects. The community has a right to know how their resources are being used and how the project is being managed. Transparency involves providing regular updates on the project's progress and financial status. Accountability involves ensuring that the project is managed in a responsible and ethical manner, with a focus on the community's best interests.

The seventh part of the paper discusses the importance of flexibility and adaptability in community-based projects. The community's needs and circumstances can change over time, and the project must be able to adapt to these changes. Flexibility involves being open to new ideas and approaches, and adaptability involves being able to make changes to the project's design and implementation as needed.

The eighth part of the paper discusses the importance of celebrating success and sharing the project's outcomes. Celebrating success helps to build morale and encourages continued community participation. Sharing the project's outcomes with other community groups and organizations can help to inspire them to undertake similar projects and can also provide valuable lessons learned for future projects.

The ninth part of the paper discusses the importance of ongoing support and maintenance of the project's outcomes. Once the project has been implemented, it is essential to ensure that the community has the resources and capacity to maintain the project's outcomes. This can involve providing ongoing training and support, as well as establishing mechanisms for monitoring and evaluation.

The tenth part of the paper discusses the importance of reflection and learning from the project's experience. Reflecting on the project's successes and challenges helps to identify what worked well and what could be improved. Learning from the experience can then be used to inform future projects and to improve the overall effectiveness of community-based projects.

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