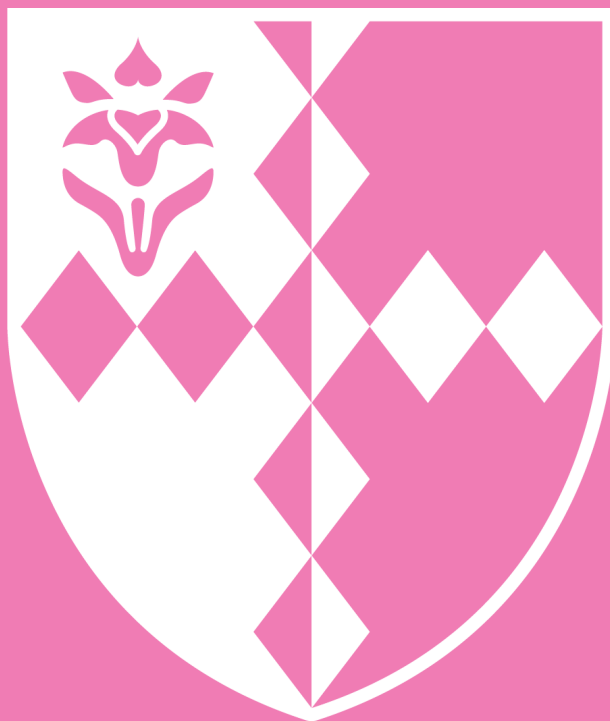


SOUTHWARK

◆ CATHEDRAL ◆



The Dean's Annual Report
2023

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The Dean's Report

The Very Rev'd Andrew Nunn, Dean of Southwark

It feels a bit strange to be honest, writing this report for the last time. It is something I have always enjoyed doing, however, as it gives me – and I hope you as well – an overview on a year that we have shared together. Each year is, of course, so different even though in many ways, the life of the Cathedral is predictable and shaped by the same celebrations and seasons. ‘The daily round, the common task’, as George Herbert described it, is at the heart of what we do, but the ordinary and the regular is then shaped by the extraordinary.

There are a lot of ‘change’ jokes around, you know the ones; ‘How many priests does it take to change a lightbulb?’ Answer; ‘Two. One to mix the gin and tonic and the other to phone the electrician’. There are many other answers including ‘How dare you change the lightbulb? My grandmother donated that in 1957!’

Change is never easy and not many people relish it. Looking back on this year, however, I think change is really the theme that stands out for me. Back in 1696, Nahum Tate and Nicholas Brady collaborated in producing a new version of the psalms, a metrical version that would be easy for congregations to sing. Tate and Brady's version of Psalm 34 has survived as part of our regular hymnody and in many ways it seems to describe the last year:

Through all the changing scenes of life,
In trouble and in joy,
The praises of my God shall still
My heart and tongue employ.

We knew as the year began that it would be a year of big changes for the Cathedral. In 2021 the Cathedrals Measure was finally given Royal Assent and passed onto the statute book. It was the result of many years of hard work, looking at the way in which our cathedrals were governed and operating after a number of high-profile failures in a few cathedrals. The changes meant that all cathedrals had to revise their Constitution and Statutes (the governing documents) and that this would necessitate changes at Chapter level and in the committees of the Chapter that oversee areas of work. The last big changes came in the year 2000 following another Cathedrals Measure. This came as a result of a working party looking into the life of cathedrals which was led by

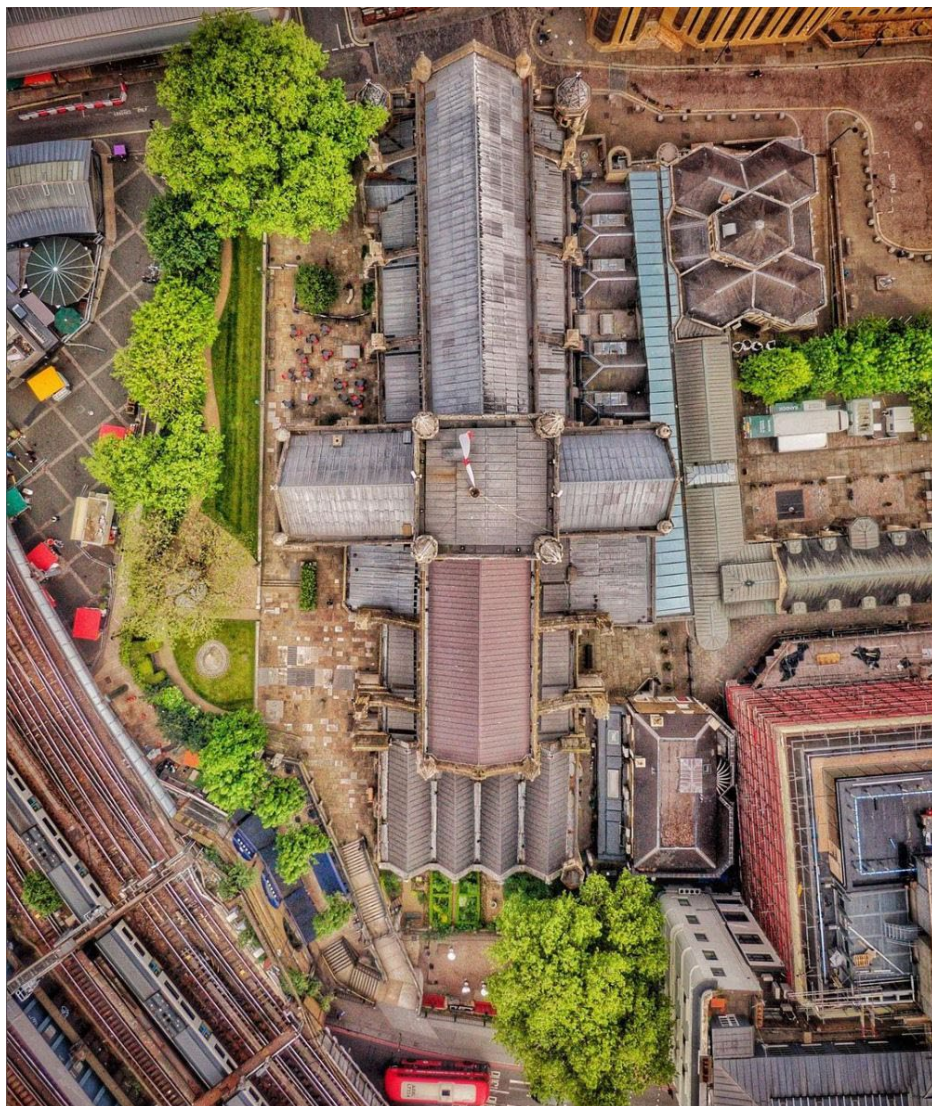
Baroness (Elspeth) Howe. It was a strange turn of fate that Elspeth died last year. Her memorial service at St Margaret's, Westminster was the occasion when we could all give thanks for what she had tried to achieve, much of which was scuppered by decisions in General Synod at the time and reluctance by deans for wholesale reform. With these latest reforms, both deans and Synod saw the need for change.

We were keen to be one of the first cathedrals to introduce the changes and so were delighted to be included in the first tranche of seven cathedrals to go through the process. As a parish church cathedral – there are only 17 of us – there were particular things that we needed to consider. The first was, of course, whether we wanted to retain our parish. The legislation provided a means by which a Chapter could decide to get rid of their parish and adopt a style of ministry like that of the older foundations, such as St Paul's.

It was clear in many conversations that that was not something we wanted to do at Southwark. The parish we serve is very important to us, it helps us have our feet on the ground and gives us so many opportunities for local engagement.

We are grateful to the work of Living Bankside, our local residents' forum, ably led by Amir Eden. Bankside is an incredible community but the pressures that come from success and growth can bear heavy on residents, our parishioners. Living Bankside seeks always to support the residents and find ways of improving life for them. It also organises many special events, including those associated with some other major events that happened during the year, and the Community Iftar held in the Cathedral each year during Ramadan.

Our parish school, Cathedral School, led by Filiz Scott and Stephen Scott and with the support of the Governing Body (chaired by a member of our congregation, Janet Simpson), is another element of the life of the parish. We are grateful to all the staff and the students for the amazing things they achieve. As I write this report, I am conscious of the result of a recent Ofsted inspection which concluded that they should retain their 'Outstanding' status. This has been achieved by very few schools in the new pattern of inspection. My congratulations to all concerned. At the same time our girls' secondary school of St Saviour and St Olave also had an inspection and were declared to be 'Good'. This was a huge achievement and in the report, there was only one area of life that the inspectors highlighted as requiring attention. Congratulations to the headteacher Catherine May and chair of Governors, James Rothwell, for all they do for our girls.



Keeping our 'parish church cathedral' status meant that we had to think carefully about the future configuration of the Chapter. The new Measure saw the demise of the Cathedral Council and governance focused on the Chapter. We are grateful to Jennie Page for her leadership of the Council over 14 years. In fact, there were only two chairs of the Council: Dame Sarah Goad, Chair from November 2000 to April 2008, and then Jennie. One of the roles of the Council was to work with the Bishop and the Chapter on changes to the

Constitution and Statutes. This meant that they had to organise their own ending! Jennie was a member of the working party which looked at cathedrals and whose recommendations led to the new Measure. She was therefore well placed to help us with the task that lay before us.

We are also blessed in that our Chief Operating Officer, Justine Horseman Sewell, who joined us in June 2021 when Matthew Knight our former Comptroller retired, is a trained lawyer. In addition, Daniel Chumbley, one of the Cathedral Wardens, is also a practising lawyer. Together with Jon Baldwin, the Diocesan Registrar, and supported by Emily Halton, who has taken on responsibility for Governance and Compliance administration, they took the lead on this huge piece of work. It is hard to give a true account of just how much work was involved in bringing the new Constitution and Statutes to birth. Most members of the Cathedral staff were involved in one way or another. Not only were there the two major governance documents to complete and agree on but the new Measure also required us to register with the Charity Commission.

Up to this point in our history, cathedrals were not registered charities. In all ways we operated like a charity and could receive the financial benefits of charities (such as Gift Aid) but we didn't have a charity number and we were not regulated by the Charity Commission. This was purely historical in that our cathedrals, like our parish churches, have existed and operated long before charity regulation was even thought of. A few years ago, however, parishes began to come under charity regulation, and it was right that cathedrals also went down the same path.

The Charity Commission wanted the assurance that they were not taking on potential nightmares as a result of poor financial controls, skeletons in various cupboards or historic safeguarding cases. The result was a huge amount of 'due diligence' work that was required with documentation being fed through to the Charity Commission to satisfy them that controls, procedures, policies and safeguarding were all in place.

The Church Commissioners have given a huge amount of support to all cathedrals to engage in this process, as has the Association of English Cathedrals (led by our former Administrator and former Chair of our Friends Council, Sarah King). Two national conferences were organised during the year, one in Newcastle followed by one in Manchester, which gave us the opportunity to look at different aspects of life in our 42 very different cathedrals. It also gave Southwark the opportunity to showcase some of the experience that we have, notably in Newcastle around racial justice and at

Manchester the role of the Senior Non-Executive Member (SNEM) alongside the Dean and Bishop as well as the process of registration.

On 22nd June the Chapter and Cathedral Council had a final joint meeting. The Bishop was present to join us in giving thanks for all that we had achieved together over 22 years. The list of those who had served on the Chapter and the Council was a roll call of the wonderful people we have in our community, not least those who were elected from the congregation to serve as Wardens, members of Chapter or members of the Council. We were conscious that the demands of the new Measure would mean that the elected representation would be severely reduced, which is why we were committed to the two Cathedral Wardens being members of the new Chapter.

In Linda Hutchinson and Daniel Chumbley we have exceptional Wardens. Linda does so much for the well-being of the Cathedral community and congregation. In 2022 we brought back the Hospitality Team to serve drinks after the Choral Eucharist. Sadly, Comfort Omotosho was unable to continue her leadership of the team and so Linda, supported by others, has taken this on. In addition, she is a very active trustee and volunteer in our Learning Centre, is always around in the Cathedral ready to listen and to talk, an encourager and a friend. Daniel, as I have already said, is a very able lawyer, serves at the altar, brings wisdom to many meetings and gatherings and has taken on responsibility for the Finance Committee after 20 years chairmanship by Richard Cornwell.

We are most grateful to Richard for his wise leadership of our finances. He came to us via PricewaterhouseCoopers where he worked and, after being a member of the Finance Committee since 1992, became its Chair in 2002 when it was decided that that position should not be held by the Dean! Richard is a Methodist, a member of Trinity Church in Sutton, where he sings in the choir and is one of the deacons of that joint URC/Methodist congregation. He and his wife Morigue have been amazingly generous towards us. Richard is staying on the committee during this transitional period so that we do not lose his wisdom and so remain grateful to him.

The Measure is clear about the composition of any Chapter. As a result of it now being a trustee body like any charity, those who are members need to be qualified and eligible to be a trustee. Unusually, and because of the ecclesiastical nature of the body, there are three executive trustees. These are the Dean and the two Commissioners' canons. All three posts are funded by the Church Commissioners and each office holder must work 100% in the Cathedral. They have executive functions, unlike the three diocesan canons who are part of the Southwark Foundation.



Canon Michael Rawson and Canon Andrew Zihni are incredible colleagues. Michael takes a lead on so many aspects of Cathedral life, looking after our visual arts, undertaking most of the pastoral work relating to the Cathedral School and so much more. Last year we were able to relieve him of responsibility for St Hugh's Church, which had been an objective of the Chapter for some time. Michael loved being the Minister-in-Charge of St Hugh's but was constantly frustrated in that he didn't feel he had sufficient time to give to that church and congregation where there is so much potential for growth and mission. The decision, with the support of Bishop Christopher, to appoint a new Succentor who would also be Minister-in-Charge of St Hugh's, therefore a full-time post, meant that Michael could then focus on the Cathedral.

We were only able to advertise this new post without accommodation (which is unusual for clergy posts), so we were unsure who would apply. We were delighted when Fr Thomas Sharp applied. Thomas had worked previously at Newcastle Cathedral and had moved with his partner to London. He didn't require accommodation and was excited by the dual nature of the post. So, on 6th March he was licensed as Succentor and on 20th March, Bishop Karowei Dorgu, Bishop of Woolwich, came to the Mass at St Hugh's and licensed him as Minister-in-Charge. Clive Greenwood and Bola Oriaku, the two Churchwardens at St Hugh's together with the PCC, were delighted with this arrangement. Fr Thomas has three days a week to give to the growth and development of that church and we are already seeing the fruit of that. We must also congratulate Fr Thomas on the award of a doctorate. He is a notable theologian, being one of the group of young Anglican theologians from around the world doing cross-cultural theology. We should now call him Dr Thomas – but that might be a bit confusing!

In addition, Thomas was able to give support to Canon Andrew Zihni, Canon Precentor. Andrew had been managing the liturgy on his own up to this point. As normal liturgical life began to resume post-COVID, this became less and less tenable, however. Southwark Cathedral is a busy liturgical space with four services every day and at least one of those is live-streamed. There are many additional services which all need to be planned and delivered. In addition, Andrew is the lead Chapter member for Safeguarding and so works with Cherry James, Helen Quintrell and Jill Tilley, the Cathedral Safeguarding Officers, on the delivery of safeguarding training and the maintenance of safeguarding in the Cathedral. This is an ongoing and demanding piece of work. We are grateful for the support of Pam Chisholm, the Diocesan Safeguarding Adviser, and the diocesan team for their wisdom and support and to Emily Halton for the administrative back-up.

In terms of the liturgical life, Andrew works with the team of vergers, led by Paul Timms, who look after all our liturgy and the good state and safety of the Cathedral space. Simon Gutwein, Jamie Collins and Robert Biden are skilled in all they do, a great team. During the year Stuart Mackinlay joined them as Events Verger but left at the end of 2022. Not only do the vergers look after services but also the numerous events at the Cathedral, many of which take place in the Cathedral itself. We are grateful to Rose Harding, Head of Events, for the variety of things that she brings to the Cathedral, from filming for *The Crown*, to memorial services and big corporate events like the Guild of Fine Food awards. In addition, Jon Dollin (who moved from his role as Manager of the Shop to Head of Visitor Engagement), together with Emily Thorne, have a

great many events in the Cathedral. Some of these are relatively low impact, like book evenings, or 'Caturdays' encouraging Hodge the Cathedral cat's thousands of supporters to come and celebrate cats, including ours.

Some things have a major impact, however. Principal amongst these in 2022, a year when we also hosted Richard Wood's installation *Small House*, was the installation of *Gaia*, Luke Jerram's huge model of the Earth which was suspended in the nave for three weeks. We had watched many cathedrals hosting this artwork and wanted to bring it to Southwark. It was not cheap to do that!

Tom Poole, our Fundraiser, secured the funding for *Gaia* from a number of individuals and groups, which made it possible for us to host the exhibition. Amongst those who generously supported it was the Diocese of Southwark, led by the Diocesan Secretary, Ruth Martin. It was good to partner together on this project as on so many others. The close relationship between diocese and cathedral that we have in Southwark is, I know, the envy of many other bishops and deans. Substantial financial support was also given by the Friends.

Tom resigned in the autumn, as he was appointed to the staff of the Mayor's Fund for London which meant that we lost his amazing skills but were delighted for him and wish him well.

The Friends are led by Clare Johnson, who chairs the Board of Trustees. The administration is carried out by Kate Dean who is the Secretary to the Friends and a true friend in her own right. The Friends are not only a source of funding for us but so much more. One project begun and completed last year was the pilgrimage to Canterbury. A group from the Friends were blessed on their way from the Cathedral at the beginning of the year. I was then able to join them on 17th September as they arrived in Canterbury and headed for the Cathedral and the place where the Shrine of St Thomas Becket once stood. It was a wonderful group of walkers who had undertaken sections of the walk on Saturdays between the spring and the autumn. I think many new Canterbury tales were told during those walks! For all the Friends do, thank you.

Jon Dollin, Simon Gutwein and a new member of staff, Naomi Shaw, who is Head of Property, oversaw the installation of *Gaia*. The earth just fitted between the pillars in the nave. It slowly turned and we saw the beauty of this fragile home we share displayed before us. Over 50,000 people came into the Cathedral to see *Gaia*. It gave the opportunity for several related events: music, talks on science and sustainability, comedy and candlelit photography. It also provided a wonderful setting for the Farewell Service and gathering for Bishop

Richard Cheetham, Bishop of Kingston. Bishop Richard was appointed in 2002 and so served the Diocese and the Kingston Area for 20 years. He has had a particular passion for the interface between science and technology and the implications of climate change, encouraging the Diocese and the Cathedral to do more to address the crisis that looms. So being able to say farewell in the presence of *Gaia* was perfect.



Bishop Richard with *Gaia*.

The General Synod set a Net Zero target for the whole of the Church of England which includes the Cathedral and all our properties by 2030. The Sustainability Group led by Linda Hutchinson is working towards this with the Property Department, our Cathedral Architect, Kelley Christ, and the Fabric Advisory Committee chaired by Canon Charles Pickstone. We were therefore delighted when the Cathedral achieved its Bronze Eco-Church award. We are now working towards the silver award.

The Gaia exhibition also reinforced just how fortunate we are with our volunteer teams. Michelle Ford was our Volunteers' Officer for six years and worked closely with all the teams, encouraging new recruits and supporting those who give so much of their time in so many ways. Volunteers' Week is always an opportunity to thank people, particularly at the annual Choral Evensong and party to which all our volunteers are invited. Michelle left us in November to become Volunteers' Adviser at London Zoo and we thank her for all she did. We thank all those who were on duty not just for Gaia but throughout the year. Rebuilding the volunteer teams post-pandemic continues to be a challenge but we are confident we can do that.

The Canon Precentor also works very closely with our musicians. We were delighted to welcome Simon Hogan to the Cathedral as Sub Organist & Assistant Director of Music. With Ian Keatley, the Cathedral Organist & Director of Music, and James Gough, Assistant Organist, we have a fantastic team of musicians. Ian directs all the choristers and the team of six lay clerks. The boys and the girls sing both separately and together throughout the year. Ian is supported by Julia Tchoudinova as the Choir Chaperone. Creating a good and safe place in which our choristers can thrive is important. Ian has concentrated on recruitment, not least to the ranks of the boys, and re-building their confidence post-COVID. At Christmas we really saw the results of this with incredible services: the Advent Procession, Carol Concert and carol services being prime examples, but also day by day and Sunday by Sunday.

With the arrival of Simon we now look forward to greater musical outreach, as well as superb musicianship. All this helps us to worship and give glory to God, which is of course, our primary focus as a cathedral.

The Commissioners' Canons, Michael and Andrew, with the Dean, are supported by three diocesan canons: Canon Jay Colwill, Canon Wendy Robins and since the autumn, Canon Jeremy Clark-King. Jeremy was installed in September following the move made by Canon Leanne Roberts from her role as Diocesan Director of Ordinands to a new post of Dean of Clergy Wellbeing. Whilst Leanne was at the Cathedral she also trained as a psychotherapist,

which was something that she discovered was a real passion for her. It was also clear that this was an area of ministry that would be helpful to have within the diocesan structures.

We are all increasingly aware of wellbeing and the challenge to people's mental health as a result of all that has happened over the past few years. Clergy are not immune from the pressures that are felt by others in society. Emerging from the pandemic has not been easy. In many places, congregations are nowhere near as large as they once were; costs have risen; demands on time have not decreased; new ways of worshipping in-person and online require clergy and lay leaders to develop skills that they might not be comfortable with. Added to this is the pressure of family life for some and singleness for others. The five years of discussions around *Living in Love and Faith* which culminated in a vote in favour of blessing same-sex relationships (not equal marriage), and the scrapping of the notorious *Issues in Human Sexuality* has meant that for many LGBTQI+ clergy it has felt as though the spotlight has again been on them. For all these reasons Leanne's appointment was timely and necessary. We miss her enormously. She was a brilliant preacher, a great priest, an inspiring teacher, great fun, cheeky, profound and lovable in equal measure.

Canon Jeremy Clark-King has an expanded role but concentrating on clergy vocations from discernment through ordination and into curacy. He looks after the vocations team as well as the ongoing training that clergy initially have. It is good to have him in the team and we are grateful that the 'Treasurer' is now on the reformed Finance Committee.

Canon Jay Colwill continues as Canon Missioner. He is very often out and about in parishes helping them with their mission planning as well as looking after the work of the children and young people's department and overseeing the role of the Justice, Peace and Integrity of Creation (JPIC) team. It is a big task. We are therefore grateful that he also supports the Community of the Cross of Nails (CCN) Group in the Cathedral as well as supporting Canon Michael, Andrew Viner and now Frances Hiller (the new Chair) with the work of the Unity Group.

As part of that CCN work, Jay brought together the Clewer Initiative, the Worshipful Company of Glaziers, the Diocesan Board of Education and our Learning Centre in a project to highlight the issue of modern-day slavery. The Clewer Initiative is a national project to highlight slavery in our communities. Our particular project involved two of the Diocesan secondary schools coming to the Cathedral to discuss the issues, learn more and help design a panel of

stained glass that would give visual identity to those who are being trafficked and exploited. The resulting glass can be seen in the Cathedral. It was a fantastic piece of work and really helps us understand the role that CCN can play and the focus that the new Chapel of Reconciliation, dedicated by Bishop Christopher at the end of the year, can give within our community.

Jay is very good at co-ordinating complex pieces of work. He was therefore asked to lead the group designing and delivering the Diocesan Conference in 2022. The Diocese has not had a joint clergy and lay conference for decades and had never tried one that was non-residential, so this was ground-breaking work that Jay was asked to do. Canon Wendy Robins and I were both part of the organising team, as were Canon Andrew Zihni and Fr Thomas. Some of our wonderful team of Stewards, led by Odette Penwarden, were on duty at Bacon's College in September (where the conference was held), giving a proper Southwark welcome to all who arrived from across the Diocese. The conference was fantastic and the artwork commissioned for it by Canon Jay from priest-artist Cecile Snyder was so incredible it made its way after the conference to the Cathedral.



We See You
Students of Bacon's College, Rotherhithe & Christ's School, Richmond
aided by Reyntiens Glass Studio.

The triptych depicting a black Jesus surrounded by representatives of the Diocese hung perfectly at the font throughout Black History Month. It was there during the *Gaia* exhibition and helped those coming to the Cathedral to encounter an image of Jesus that was surprising and thought-provoking. It was a great encouragement to us all as we kept Black History Month again. I am grateful to Lovette Marah, Augustus Boothe, Toyin Tukasi, Bukky Omisakim and Pauline Allard for agreeing to be interviewed by me for inclusion in online Night Prayer throughout October. Each told a powerful, brave and encouraging story. The Contested Heritage Group led by Eric Collins and Michael Prokopow has also continued to look at ways in which we can address some of the artefacts in the Cathedral that speak of colonial times and enslavement. While it is sometimes hard to know how best to address our history, it is good that Eric, Michael and the other members of the Group are championing it and encouraging Chapter in its response.

Canon Wendy Robins continues her work as Canon Chancellor. Her responsibilities are around continuous learning within the Diocese and with her team looking at encouraging and developing lay ministry. Wendy is probably the only Non-Stipendiary or Self-Supporting Residentiary Canon in the country. This means that Wendy is not in receipt of a stipend as the other canons are but is paid as an employee by the Diocese. Wendy has always been an NSM and wished to continue as such. It also means that she provides her own accommodation. We are grateful to her for the tremendous effort she makes to get from her home on the edge of east London into the Cathedral to lead early services. We are also grateful to her for her role in the Learning Centre.

The Learning Centre – formerly known as the Education Centre – was founded in 1996 as an independent charity to ‘advance education... by promoting the use of the Cathedral ...as an educational resource’ as the founding document says. It does this by welcoming groups from schools to experience the Cathedral and learn from its history and current life. Like much else in life, it is still recovering from COVID. Schools stopped educational visits during the period of the pandemic and these only began really picking up during the year. The ‘Journey to the Manger’ event just before Christmas with 200 primary school children in the nave was a magical and deeply moving experience; they loved it and so did all the volunteers.

With the departure of the Rev’d Lisa Bewick for parish ministry, we have had three Education Officers in the space of twelve months. We were joined firstly by Robyn Horne followed by Emily Dawson and are grateful for what they

brought to the role. Emily Harris recently began in post. They are supported by Canon Wendy as well as by Linda Hutchinson. We are also grateful for the ongoing support of the Trustees and Circle of Support who enable the work to continue. We are looking for more volunteers, so if you have teaching skills and time to give, please be in touch.

Canon Wendy has also taken over from Canon Leanne Roberts in organising study groups and courses for the congregation. We look forward to what will be on offer at points throughout the coming year. She also leads a very important area of work and that is our link with the Diocese of Masvingo in Zimbabwe.

In her Diocesan work, Wendy co-ordinates all four links that the Diocese has with Zimbabwe. With the Link Group, however, she gives particular attention to our own link. I said that this has been a year of change and that change has also affected Masvingo. Bishop Godfrey Tawonezvi was the first Bishop of Masvingo when the diocese was created in 2001. He, with his wife Albertina, gave tremendous leadership to this young and growing diocese. It was wonderful working alongside them and being able to give both prayerful and financial support where we could. Life in the diocese is always challenging. Zimbabwe suffers from hyper-inflation; climate change is affecting crop growth; water tables continue to fall; work, water and money are all scarce but the people have a super-abundance of hope. Despite all they face daily, it is a joy to visit them.

One of the great developments which came as a result of the pandemic was moving the regular meetings of our Link Group online and including the team at the Cathedral in Masvingo in the call. The chair alternates between Southwark and Masvingo. It is good to be able to hear the news rather than just read it. It also gave us the opportunity to say goodbye to Bishop Godfrey and to welcome his successor, Bishop Osiward Mapika who was consecrated and enthroned on Advent Sunday. We look forward to meeting him in person and to welcome him and his wife Jane Khumalo Mapika to Southwark Cathedral.

I was explaining the structure of the new Chapter. The majority of members must be non-executive, two thirds of the non-executives have to be laity rather than clergy and amongst the lay members there must be a Senior Non-Executive Member (SNEM). The Chief Operating Officer is no longer permitted to be a member but must be in attendance with the Chief Finance Officer. For Southwark, it worked out that, in addition to the three Executive Trustees, there would be nine non-executives, three of whom are the Diocesan Canons

and six of whom are lay members. Two of those lay members are the Cathedral Wardens, Linda Hutchinson and Daniel Chumbley, whom I have already mentioned. The other four were appointed following due process.

The SNEM is appointed by the Diocesan Bishop and is in effect the Vice-Chair of the Chapter. This is a big change because in the absence of the Dean the Sub Dean would normally take the chair. This is no longer permitted. The Bishop invited Gill Reynolds, who had served as a congregational representative on Chapter some years ago, to be our first SNEM. Gill brings huge professional skills to the task, a deep knowledge and love of the Cathedral, a commitment to the values and ethos of the place and huge enthusiasm. In addition to being the SNEM, Gill chairs the newly-formed Nominations Committee. This committee has had the big task of identifying members of Chapter and Chapter's committees.

The previous Chapter had made a commitment that on every committee and body there should be UKME/GM diversity. We really want the governance to reflect the nature of our community. We also wanted the Chapter to benefit from an external viewpoint which was lost from the structures with the demise of the Cathedral Council. We are delighted, therefore, that the other three Non-Executive Trustees are Lynn Cooper, Simon Kingston and Amuda Poongavanam. Lynn was High Sheriff of Greater London (2021/2022) and has had a career in the City of London; she lives and worships in the Diocese but brings an external and skilled viewpoint. Simon and his family are members of the congregation, and he brings significant HR and recruitment experience to our work. Amuda is also a long-standing member of the congregation and is professionally engaged in financial services. We are blessed with a great Chapter. Bishop Christopher inaugurated and blessed the new Chapter for its work at a service on the 3rd October.

In terms of registration with the Charity Commission, our first certificate was received on the 29th June and our registration was completed on All Saints' Day, the 1st November, when we were given our charity number 1200866.

I must reiterate my thanks to Justine Horseman Sewell, our Chief Operating Officer, who saw all this work through in a highly professional manner. The work of the COO at this point in our life is tremendously demanding. Much of her time (again supported by Daniel Chumbley), has been in relation to the proposed re-development of our neighbouring building Minerva House. This is not the only development in our neighbourhood that we must be aware of, however. A huge amount of Justine's time has also been taken up with Southwark Cathedral Enterprises (SCEL).



Barbara Lane led SCEL and its Board of Directors for many years and did an incredible job. Barbara, with her late husband, Mark, had great commercial experience and expertise that they brought to the Cathedral. Richard Holman now chairs the Board of Directors of SCEL and, with gentle determination, he is helping to see us through demanding times.

I do not need to remind you that we have experienced a serious hiatus in our hospitality offer at the Cathedral. Hospitality is at the heart of what we do and who we are. It grieved us that we were unable to find a long-term catering partner to take on the running of the café. I appreciate that this was frustrating for the congregation, but I assure you that we (and not least Justine), were working flat out to solve the problem. We are grateful to Bread Ahead for taking on the café for a period of six months, which extended to eight months. They left us on good terms and we remain close friends, enjoying annual occasions like Lammas Day together. It is a tough environment for all in the hospitality business, however. It was good to have various coffee carts in the Millennium Courtyard to provide some hospitality whilst the café was closed. Federica Federico brought her 'Faith in Coffee' cart; Cai Cheal brought his London black cab serving 'Chealsons Coffee' and 'Change Ahead' brought a cart which they located in the café itself but we needed a permanent way forward. We were therefore delighted to welcome Comptoir Gourmand as our catering partner. They have been in the Borough Market and nearby Maltby

Street for many years and have a reputation for amazing French patisserie and baked goods. We are so pleased to be working with them and they with us.

The other parts of the Enterprises business are around special events and our visitor engagement through the Shop and visitor events. Our plan is to relocate the Shop as soon as possible and thank Tony Aarons and Richard Baker for their work alongside Jon Dollin. Special events continue to be an important, though demanding part of our life. As already mentioned, Rose Harding has brought so many events to the Cathedral. The regular Fever Up concerts, concerts by Highgate School, Alleyn's School, Dulwich College and the schools associated with the Worshipful Company of Dyers, the Northern Ireland International Organ Competition, the City of London Sinfonia 50th anniversary concert, graduation ceremonies for King's College Medical Faculty and the University of Sunderland, London Campus and the US Embassy Holiday Drinks party are just a sample of the variety of things that happen in the nave. In the conference rooms there are meetings (often now mixed-mode using the conference IT equipment installed), as well as book and history talks which attract many people. I had two lovely book launches during the year for my own books, *The Hour Is Come* and *Bethlehem Bound*, both supported by Emily Elias and the Merbecke Choir which she so ably directs.

One special event that we always host is the annual council meeting for the London Borough of Southwark at which the mayor for the following year is elected. That is also the occasion for the Civic Awards to be made. Last year we were delighted when two friends were included in those awards: Sir Tommy Steele, much-loved performer, star of stage and screen (and local Bermondsey boy) and Tom Daley, Olympian, diver, influencer, knitter and, with his husband and son, resident in the parish and champions of the place of LGBTIQ+ people. They were both worthy recipients of the awards alongside the many people running amazing community projects in the borough.

We were also able to honour two great community supporters. Adele Morris and David Noakes served as councillors in the ward in which the Cathedral is located and which basically covers our parish, for the last 19 years. They were both incredible councillors, totally dedicated to the local community. In an area which is experiencing continuous change, development and regeneration, in which we experience the benefits and costs of tourism, the challenge of too much traffic and cuts in public transport and social housing alongside some of the most expensive real estate in London, we need people who are on our side. It was lovely to host a party for them both in the churchyard on a lovely summer's evening organised by the indomitable local

resident Michelle Lovric, who herself works tirelessly to protect our quality of life. We are delighted that we are now served in our ward by councillors Victor Chamberlain, Irina von Wiese and David Watson.

We are also grateful for the support of our local constituency MP, Neil Coyle, and other local MPs, not least Harriet Harman who has announced her retirement at the next election – she will be so missed locally and nationally. It was a privilege for us to host the Tessa Jowell Foundation gala dinner in the Cathedral and to be joined by so many friends and political giants. Sitting as I did between Cherie Blair and Alastair Campbell, kilted and at one point playing his bagpipes magnificently, made for an unforgettable evening!

The support and encouragement we receive from Sadiq Khan, the Mayor of London, cannot be overstated. Sadiq is a real friend to the Cathedral and recognises the contribution we make to community cohesion and inter-faith work. His annual carol service for London is always a tremendous occasion, and we are grateful for his kind and sincere words about us.



My theme is change and before I come to perhaps the most momentous change, I want to record the names of members of staff who have left us during the year and welcome those who have arrived, some of whom I have already mentioned. Those who left us were:

Robyn Horne, Learning Centre Co-Ordinator
Martin Smith, Facilities Manager
György Szabó, Maintenance Assistant
Marie Aké, Finance Officer
Evelin Arweck, Designer
Leanne Roberts, Canon Treasurer
Şahika Karagöz, Events, Sales and Marketing Executive
Michelle Ford, Volunteers' Officer
Tom Poole, Fundraiser
Emily Dawson, Education Officer
Stuart Mackinlay, Events Verger

And those who arrived:

Thomas Sharp, Succentor
Bill Murphy, Executive Assistant to The Dean and the COO
Naomi Shaw, Head of Property
Meenakshi Parsad, Finance Officer
Charlotte Campbell, Marketing and Communications Manager
Jeremy Clark-King, Canon Treasurer
Thomas Bridges, Liturgical Administrator
Gary Hayden, Facilities Manager
Simon Hogan, Sub Organist and Assistant Director of Music
Harriet Trim, Front of House Officer

We also lost several members of the congregation. The following were amongst those who died in the year:

Charlotte Bryan
Mavis Fabling
David Freeman
Matthew Grater
Ruth Grater
Rosemary Nutt
Antony Reardon Smith
Robin Sherlock

May they rest in peace and rise in glory.

During my 24 years at the Cathedral, we have been blessed by the visits of members of the Royal Family and not least by visits from Queen Elizabeth II. I arrived just in time to organise her visit to the Cathedral on Millennium Eve as she made her way to meet the Blairs in the Millennium Dome. Typically, she wished to pray before she partied and that was her purpose in coming to Southwark. She was next with us in 2006 for the unveiling of the monument commemorating the Chief of the Mohegan tribe buried in the churchyard, a response to the needs of First Nation people and a great moment for us to celebrate a long and noble history of inclusion on this side of the river. Again in 2006 she recorded her Christmas Broadcast in the Cathedral (the first time this had been done outside a royal palace or residence) and met students from our schools, working with them on a collage depicting the Holy Family. In 2013, accompanied by The Duke of Edinburgh, she came for what would prove to be their final visit together to see the window that had been installed in the Retrochoir to commemorate her Diamond Jubilee. On each of those occasions she was relaxed and delightful, a joy to be with.

It was therefore with much joy that we prepared, with the nation, for the Platinum Jubilee celebrations in June. It was a real moment of national history. We hosted a Diocesan service which was well attended and we joined in community events, not least the amazing lunch provided in the Market Hall by traders in the Borough Market. Jane Swift, the newly-appointed Chief Executive, together with the Chair of trustees, Adrian Bunnis, are doing an incredible job. Our good relationship has got even better. It was so good to be sat with a large group of refugees and asylum seekers, newly arrived, sharing a meal and celebrating the long reign of our Queen.

The death of Her Majesty Queen Elizabeth II on the Feast of the Nativity of the Blessed Virgin Mary, the 8th September, was a moment of huge significance. We all knew that things were becoming serious as the news reports throughout the day became more sombre until eventually the newsreaders on the BBC put on black ties. That evening, we were due to hold the launch of Eric Collins' (member of the congregation and former member of the Cathedral Council) book on black entrepreneurship. His special guest, actor Adrian Lester, was waiting with him in the Sacristy. We were due to walk out into a packed nave at 6.30pm when the news of the death of The Queen was announced. Instead, we walked out together and expressed our shock and sorrow.

For many years, cathedrals, with other major institutions in the country, had been working on their highly sensitive 'Operation London Bridge' plans. Everyone knew we had plans in place but no one until a few years ago talked

openly about them. Over the last decade, however, significant work had been undertaken, including in our own community, to ensure those plans were in place and fit for purpose. We are indebted to Canon Gilly Myers, former Canon Precentor, for all the hard and detailed work that she undertook with many other stakeholders (including the Greater London Lieutenancy and the staff of the London Borough of Southwark) to make sure that our plans and theirs were aligned. We had rehearsed the plans and revised them, not least as Andrew Zihni joined us as Precentor with his experience of being a minor canon at St George's Chapel, Windsor. Gilly's plans remained essentially as she had prepared them, however.

On the afternoon of the 8th September, as we responded to the solemn news emanating from the Palace, we held our first Operation London Bridge team meeting. The plans began to be put into effect. Vergers, musicians, office staff, the maintenance team of James Calthrop and Norette Sakir with volunteers, all worked magnificently together. Those gathered for Eric's abandoned book launch dispersed and the Cathedral went into mourning. The church remained open, online Compline took place as planned at 9.00pm and continued every day. After some national confusion around when D-Day occurred (i.e. the day of the death of the monarch from which all other things then flow – D+1, D+2, etc.) everything happened like clockwork.



Memorial and thanksgiving for HM Queen Elizabeth II.

The Accession Proclamation for the London Borough of Southwark took place in the Cathedral on the Sunday afternoon (11th September). This was a moment of history for us all. The following week the Diocese and civic authorities gathered to celebrate The Late Queen and pray for The King.

All this was planned, and all this happened. Also mentioned in the planning was the route the queue for the Lying-in-State would take. It was suggested that the end of the queue would be at Tower Bridge and that it would go past the Cathedral. None of us quite believed this. When the Lying-in-State began on the Wednesday, we realised that we had underestimated the response of the public.

As the morning passed, the queue began to grow along Bankside. By lunchtime it had reached the Cathedral. Over the next five days it became a significant feature of our lives and ministry. Crowds did not come into the Cathedral as in other places: people were outside, keeping their place, on their pilgrimage. The atmosphere was respectful, not gloomy. There was gratitude, not grief, being expressed by most people. Those queuing reflected the diversity of our nation: young and old, people of colour, people of all faiths, people who joined the line after work and queued overnight, people who were retired and had time to give to it during the day.

Lambeth Palace established a chaplaincy hub in the Cathedral and we were delighted to welcome those who were serving as chaplains to the queue. They used us as a base from which to be briefed and where they could be assured of refreshment and a place to rest. Others not in the chaplaincy team went out just to chat to the crowds; the coffee cart in the courtyard had a long and constant queue of people looking for a caffeine boost to help them on the way.

'The Queue' became a phenomenon and it was a privilege for us as a Cathedral community to participate in it. It gave us an opportunity to practise all those things that we believe in: openness, inclusivity and welcome, all within the context of our faith.

We now look forward to joining in the celebration of the Coronation of King Charles III and to look forward to what the future holds for ourselves and the nation.

I began by saying that it is a strange feeling writing this final Dean's Report. As I write, the process of discernment for my successor is beginning and we are holding in our prayers those who are tasked with working with Bishop Christopher on the next appointment. We are also hoping to appoint a

successor to Canon Andrew Zihni who will have left us by the time this report is published. While it is intended as a review of 2022, it would be remiss of me not to say how much we have appreciated Andrew's ministry at the Cathedral since his appointment in 2021 as our Canon Precentor, but also before that as one of our Honorary Minor Canons, a group who give us tremendous support. Andrew was part of that faithful team who enable ministry to continue in so many ways, not just in presiding and officiating. I am grateful to our Reader, Caroline Clifford, and our SPA, Heather Boothe, who also contribute so much to our life. I am also particularly grateful to Tony Winter and Neville Smith, two Honorary Minor Canons who both served the Cathedral for so many years. Tony and Neville are now unable to get to the Cathedral and they are both much missed.

Andrew, supported by his partner Lloyd, has been a wonderful colleague and we wish them both every happiness as Andrew is installed as Dean of Gloucester. Andrew's charm and sophistication shine through; his homilies at Morning Prayer are always appreciated, as is his self-deprecating humour and the wisdom that then flows from it. We wish them and their dog Bertie 'God speed' as they leave us.

I will miss so many things about Southwark and am delighted that we have been able to re-establish two of those things in 2022 post-pandemic. The first is the Robes SleepOut. I can't honestly say that an evening spent in the churchyard is my *favourite* experience, but what the project stands for is very important. I am proud that the Cathedral is so committed to the Robes Project as a whole and of Maggie Still and the organising team who arrange the SleepOut. This year we saw more people returning and consequently more money being raised. The community spirit engendered by the SleepOut is tremendous. The entertainment was excellent, and it was good to enjoy a version of *Would I Lie to You?* involving, amongst others, Canon Roger Royle and Fr Grant Bolton-Debbage, who stunned everyone with his beautiful piano playing and singing. What makes it all so worthwhile is to know that there are people sleeping in a warm safe place and being encouraged back into a stable life and work because of what we do.

The other thing we were able to restart was our pilgrimage programme and it was good to take a group on the delayed pilgrimage to Bulgaria as well as two groups to the also-postponed Passion Play at Oberammergau. All three pilgrimages were superb and the relationships that were established as people travelled together, experienced new things and learnt more about their faith

are invaluable. We are always grateful to our pilgrimage partners, McCabe, for their help.

It was a huge shock to the whole community, however, when the news came through that Rosemary Nutt had been found dead at home. Rosemary was a member of the congregation, was one of the team of Guides here, as well as one of the directors of McCabe. She had worked with my wonderful predecessor Canon Roy White on all the Southwark pilgrimages and she became a good and close friend to many of us. The news was heartbreaking for us and devastating for her dear mother and brother as well as her colleagues at McCabe's and in all the pilgrimage places where she was so well known, not least in Jerusalem. As I said in my homily at her funeral:

'Rosemary understood that the Christian way – we were of course known as people of the way before ever we were called Christians – is the way of pilgrimage, of divine encounter on the journey, is the way of companionship, the way of bread-sharing with the bread-breaker, is the way of service in which foot washing is as important as feeding... There are many rooms in the Father's house and there is one allocated to Rosemary on that divine rooming list. But we will probably find her in the bar, enjoying the company, enjoying heaven and ready once more to show us the way and point us to God as she has always done.

Our lives are better for having known Rosemary. Thank you, Rosemary, for being our friend, for being our companion, for making such a difference to our lives – we should have said it more to you when we could.'

There is so much more that I could say in this report and so many more people I could have mentioned. People like Bishop Jonathan Clark and his wife, Alison, who left Southwark in the spring for a new life in the Orkneys and Bishop Rosemarie Mallett, consecrated as the first bishop who is a woman, and a woman of colour, for this Diocese. I could have talked about Archbishop Desmond Tutu who died at the end of 2021 and was buried on New Year's Day in 2022. There were many occasions during the year when he was remembered, and thanks were offered to God for his prophetic witness. I think of him every time I enter our Tutu Room! Of course, I could always say more about Bishop Christopher and his wonderful and wise leadership of this beautiful and complex Diocese of Southwark and his loving support and presence in the Cathedral.

There is one person I do want to mention as this report draws to a close and that person is Marie Tims, my PA. Marie started in 2001 to work with my predecessor as Dean, Colin Slee. She came from the publisher Thames & Hudson with an understanding of fine art publishing and printing into a very different world. She brought with her traditional secretarial skills; Pitman shorthand and typing, a very clear sense of good grammar, an unfailing ability to spell and a willingness to do almost anything. She also brought a wicked sense of humour which has seen both of us through some difficult and demanding times. I know it is not especially politically correct, but we can both recite huge chunks of the *Carry On* films and do that whenever we need a laugh. Signing the Christmas cards each year with Marie with Magic Xmas playing in the background and having a good giggle was one of the highlights of the year.

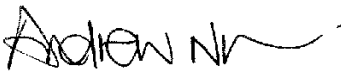
Marie and I share a passion for reading – not theology as those who listen to my sermons realise – but fiction. So it was great when during the Encountering God process back in 2004, we decided to form a book group. That group continues to meet, and Marie continues to co-ordinate it. The members of that group have become real friends to me, somewhere I can be just myself, Andrew, on my day off, without a dog collar, not having to do or decide anything.

After I announced my intention to retire on the 4th July 2023 – the day after the 40th anniversary of ordination and in the month I achieve the grand age of 66 and therefore get my state pension – we decided that it wouldn't be good for Marie and me to retire at the same time. Between us we hold so much memory and somehow that needed to be 'downloaded'. The decision was therefore made to appoint an Executive Assistant to the Dean and the COO. Administrative support in the modern era looks different to the days of dictating letters to someone who takes them down in shorthand and then types them up (although that is what I often do with Marie). Bill Murphy was appointed as EA and began in post in September. Marie ended her role as my PA and came back two days a week as my Personal Secretary. I am so grateful to Marie for agreeing to do this. It has enabled us in the Cathedral administration to plan for my departure, for Bill to get his feet under the table before my successor arrives, and for there to be some kind of continuity. It also means that all the above can happen and Marie and I can both ride off into the sunset, as it were, together. I'm sure you join with me in thanking Marie for all she has done and, as a practising Roman Catholic, for putting up with all the peculiarities of the Church of England!

Tate and Brady's words with which I began this report acknowledge that whilst all the change comes along, the sorrows and the joy,

The praises of my God shall still
My heart and tongue employ.

That will never change. At the heart of our life as a Cathedral community, whatever the governance model, whatever the situation around us, whoever is with us, whoever has left, within the political turmoil and the international challenges, the worship of God continues, and we approach the altar. In many ways I can't imagine life beyond Southwark, but I know that it exists, that there are other altars and other pulpits, other people and other communities, but for all that Southwark Cathedral stands for, for all it has been, for all it is, and for all that is yet to come I give thanks and praise and rejoice that, for a season, I have been allowed to play a part in it and encounter the Living God within its walls and within you.

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

Andrew Nunn
Dean

Finance Report

Justine Horseman Sewell, Chief Operating Officer

Summary at the start of the year

Chapter anticipated that external factors would make 2022 a difficult year, particularly as Government and other financial support given to the Cathedral in 2020 and 2021 during the pandemic had come to an end, but tourist numbers and therefore trading income had still not been re-established to pre-pandemic levels. It also took time for the congregation to return to in person services, particularly as a result of continued uncertainty around the Government's approach to restrictions to address increases in COVID infection levels. We also knew that some of our staff accommodation and the offices at Montague Chambers needed urgent work. We therefore set a deficit budget for 2022 of £64,049 to reflect this difficult financial landscape and the much-needed expenditure on our estate. As the year unfolded it also became clear that significant inflationary pressures, high energy costs, a decline in living standards arising as a result of increases in the cost of living and the poor economic outlook would have a negative impact on us.

The first quarter of 2022 opened quietly with the effects of the COVID Government restrictions still in place so that footfall in and around the Cathedral was very low, many staff were working from home, tourism was very low and the public still reluctant to attend services and events in person. As restrictions lifted, we began to see a return of visitors to the Cathedral, but it had a profound effect on our finances for the first quarter of the year.

Southwark Cathedral Enterprises Limited (SCEL)

SCEL traded well above budgeted levels and was able to donate an amount of £336,212 to the Cathedral, far in excess of 2021's donation of £265,261 and 2020 where no donation was possible. We are very grateful to the Enterprises staff team and to those volunteers who sit on the Board of the Company.

The planned end of Bread Ahead's residency at the café had a significant impact on income. While we had put plans in place for a successor, we had, in the event, significant difficulty engaging a new café operator who was willing to take up a long-term contract in light of the harsh economic climate, the damage done to the restaurant and hospitality sector by COVID, and the lack of staff in the hospitality sector. Mindful of how important hospitality it is to the finances and community life of the Cathedral, we sought out temporary options wherever possible and hosted a coffee truck in the Millennium Courtyard from May to October, operated by Faith in Coffee, a one-week presence from Cai's Coffee Cab during the period of national mourning following the death of Her Late Majesty, Queen Elizabeth II, and a three-week

pop-up café during the *Gaia* installation operated by Change Please. We are thankful to these partners for the vital part they played in enabling us to offer hospitality as part of our life at the Cathedral. The 2022 income from catering was therefore well below the budgeted amount and also negatively impacted our offer to conference delegates so that this income stream also fell short of our plan.

The year ended very positively as we were very pleased that we were able to welcome our new catering partner Comptoir Gourmand during the Advent period and are looking forward to working with them this year. It is very positive that we are able to collaborate with such a high quality partner to continue to offer hospitality, which is at the heart of how we welcome visitors.

More broadly, as we began to recover and re-build from the pandemic through 2022, commercial and special events began to return to the Cathedral and the events team, led by the Head of Events, Rose Harding, had another exceptional year, delivering special events, including summer graduation ceremonies for King's College London and the University of Sunderland, London Campus and receptions, dinners and drinks receptions including for the US Embassy and the Tessa Jowell Foundation. These events were commercially successful, but also offered the Cathedral an opportunity to create new partnerships and further our mission.

Chapter recognises, however, the significant impact that a busy programme of events has on staff resources and the delicate fabric of the building, and is conscious too of maintaining the balance between offering a place of quiet and prayerfulness, while allowing it to be used in a public and vibrant way. We are scrutinising how profitable our events programme is when taking into account the financial impact on our fabric and resource and our longer term plan is to identify and grow other income streams with the aim of relieving these pressures.

The Shop traded steadily in 2022 and came in slightly over budget despite Q1 trading challenges. We will review our online offering so that we can increase trading and the contribution it makes. The Conference Centre was also impacted by the slow start to the year, a lack of catering support from our café and a quiet Q4 after Şahika Karagöz, Events, Sales and Marketing Executive, left us in October.

We would like to thank Barbara Lane who chaired the Board of SCEL for a number of years and was a member of the Finance Committee. Barbara

stepped down in May and will be greatly missed. Richard Holman has kindly agreed to be Interim Chair.

Cathedral Property and Estate

Our Cathedral buildings continue to present cost challenges. In particular, the Millennium Buildings, the earlier modern development, our staff accommodation and those residential properties we let commercially have historically received very little attention and financial investment over the past 20 years. Chapter is focussed on pursuing a long-term strategy of ensuring we appropriately fund and resource investment in these spaces to ensure we maintain and unlock the value of our assets, ensure our property is better positioned to deliver on net zero targets, and generates improved returns while also ensuring they continue to be safe and fit for purpose.

As a first step we appointed a Head of Property and welcomed Naomi Shaw in June to help us take this work ahead. Naomi is a qualified architect with extensive heritage and church project experience. We have funded this role thanks to a Cathedrals Sustainability Fund grant with the aim of improving how we oversee fabric works in the Cathedral buildings, and to develop a strategy to care for our wider estate and unlock its value. The rental property market remains buoyant and continues to provide us with steady income, but we did experience larger than planned rental income voids because of the time needed to make improvements to some properties.

In the coming year we are also beginning a rolling programme of re-valuation of our property portfolio and look at letting commercially on a short-term basis some of our clergy properties.

Grants and Donations

We were fortunate last year that many of our income streams were largely unaffected including from the Church Commissioners, which is an ongoing source of huge support. Their annual grant was again paid upfront rather than in monthly instalments to help with cash flow and the Cathedrals Sustainability Fund has also helped hugely with SCEL staff costs. We also received again many of the grants from local trusts who have previously helped us.

We remain very fortunate that our congregation continues its generous support through our successful planned giving scheme, and we thank everyone for giving in this way. We are trialling card tap machines during service collections as an easier way to give during worship so that we can address the significant downturn in plate giving (a vital part of our income) throughout 2022. The early signs are that this is having a positive effect, thanks

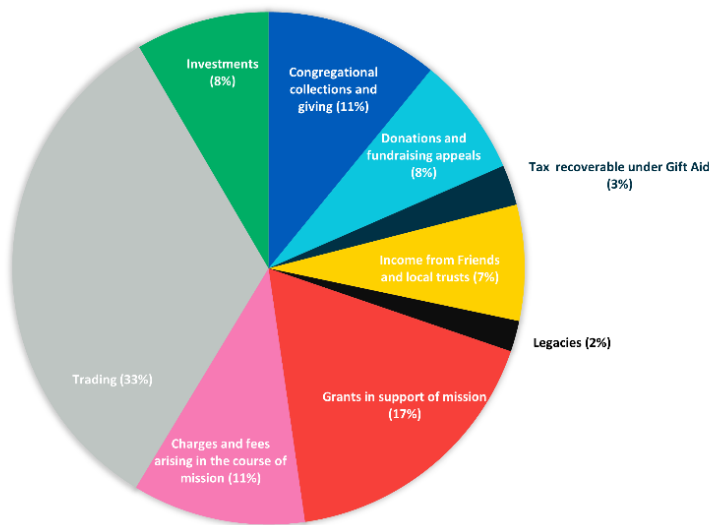
to the efforts of our Stewards who help circulate the machines during the offertory. We also encourage our online congregation to give by displaying details of how to give on our live stream.

Other income

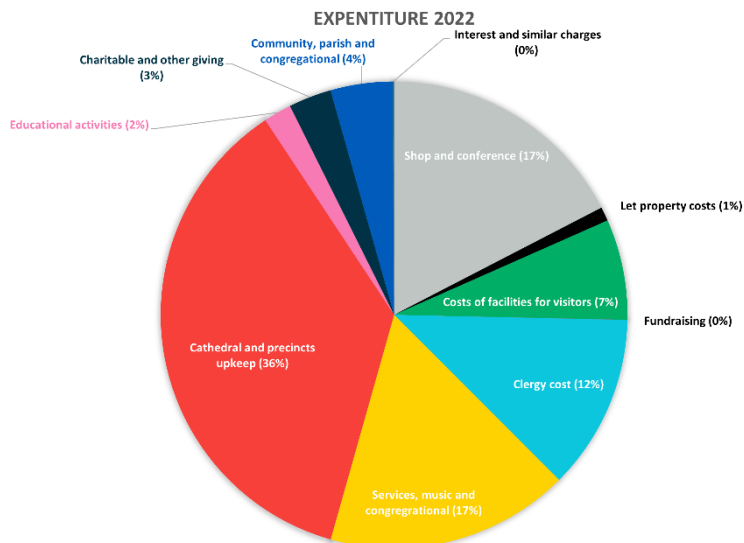
Markets that had proven fairly steady during the period of the pandemic have become more volatile because of geo-political and other economic uncertainties. This affected our managed investments which saw a drop in value, We agreed a new Investment Policy during the year to take account of our Economic, Social and Governance (ESG) responsibilities and the Finance Committee will continue to look at investment performance and restricted funds management in the coming year.

We added to our income stream this year by installing Luke Jerram’s artwork Gaia for three weeks, which offered not only a wonderful arts and music programme but a great missional opportunity and a springboard for our sustainability and carbon net zero work. Jon Dollin in his new role as Head of Visitor Engagement led this project which was funded in part by donations from the Friends, the Diocese of Southwark and other grant-making bodies and individuals. The installation made a profit in excess of £50,000 despite being staged just weeks after the period of national mourning for the late Queen which meant that we were unable to publicise it as much as we would have liked. We hope it will be followed by other major visitor engagement events in 2023.

INCOME 2022



Expenditure



Against the budgeted operating deficit of £64,049, the Management Accounts for the end of the year showed an operating deficit of £65,966, although this figure does not reflect the drop in value of our investments or depreciation. At the time of writing, the end of year Accounts have not been approved by our auditor.

Given the uncertainties and challenges of the year, we were cautiously pleased with this deficit and are grateful to all the staff who helped us to achieve this.

One of the Cathedral's largest areas of spend is on staff salaries (these costs are spread across the areas of expenditure in the chart above). Compared with other cathedrals, we operate with a relatively small staff for the amount and complexity of the work we do. The effects of inflation, high energy prices and their impact on the cost of living, particularly in London means that our staff and others are feeling under pressure.

We recognise this and are proud that we continue to pay all staff at least the London Living Wage (LLW) and expect the same from our partners and suppliers. In October 2021, the LLW was increased by 8.1% and we uplifted the salary of LLW-paid staff accordingly. We also gave staff who were already receiving more than the LLW an initial pay rise of 2% at the start of the year and then an additional one off payment mid-year equal to an additional pay rise of 4%. We are in the challenging position of being in central London where

rates of pay are the highest in the country, so we have to compete to attract talent and remain competitive, particularly for more commercial roles. Recruitment into key roles has proved difficult this year but we remain fortunate that we attract and retain staff in key positions who do their job out of devotion to the ministry of the Cathedral.

Our Finance Team

Our 2022 audit was positive but at the time of writing this summary, we are still in the process of completing it and the Accounts are due to be approved shortly. This year, following implementation of the Cathedrals Measure, our Annual Accounts will be scrutinised by our Finance Committee and Audit and Risk Committee before being approved by Chapter. This greater scrutiny is extremely helpful so we can meet our obligations as a registered charity. We are grateful to our professional advisers and also the volunteers who give their time and their extensive professional experience to help us in this importance governance work at the Cathedral.

There have been some changes to Cathedral governance and the membership of the committees that support Chapter. Richard Cornwell stood down as Chair of the Finance Committee after serving for many years. Richard is continuing as a committee member for a while longer and we are relieved and delighted that his knowledge and wisdom is still available to us. New members of the Finance Committee have been appointed by the Nominations Committee and Chapter member and Cathedral Warden, Daniel Chumbley has been appointed as the committee's interim chair. In addition, the new Audit and Risk Committee has been formed and is chaired by Tony Demby, who brings a wealth of experience in financial scrutiny and risk management from his work in the Diocese.

Toyin Tukasi decided at the end of 2022 to move on from her role of Cathedral Accountant, a post she had held for over 16 years with great commitment. In addition to looking to recruit a replacement for Toyin, we are also in the process of recruiting a Chief Finance Officer to comply with the Cathedrals Measure. This CFO will work along side the Dean and COO on the Senior Management Team and will help Chapter with its strategic financial thinking into the future. In the meantime, we are extremely grateful to our Interim Head of Finance, Elizabeth Gibson, and Meenakshi Parsad for all their work on this year's annual Accounts and management of our day-to-day finance work.

Into 2023

Chapter continues to discuss ways in which it can identify more diverse income streams to help the Cathedral grow and flourish whilst remaining within the Chapter and Board of SCEL's appetite for risk and prudent management of Cathedral funds now that we are a charity. The Cathedral's historic approach to sound finance and prudent spending served it well over the pandemic which has enabled Chapter now also to focus on building reserves and developing a long-term fundraising strategy that will help with longer term financial planning.

Justine Horseman Sewell
Chief Operating Officer

Daniel Chumbley
Chair of the Finance Committee

April 2023

Southwark Cathedral Enterprises Limited

Justine Horseman Sewell, Executive Director

Bill Murphy, Secretary to the Board

Southwark Cathedral Enterprises Limited (SCEL) is wholly owned by the Chapter and manages the non-primary-purpose commercial trading activities of the Cathedral, including booking and hosting third party events and concerts using the Cathedral's premises, on site conferences, the catering contract, the Cathedral Shop, and tourism-related income. Each year the Board decides on the amount of its profit to be donated to the Cathedral.

In 2022, SCEL delivered a strong financial performance, building on its post-COVID recovery in 2021, as trading conditions began to climb to more usual levels. In 2022, its gross income was £736,547, an uplift on the performance anticipated when the 2022 Budget was set at an income of £621,096. The Company made a profit of £336,312, enabling a Gift-Aided donation to the Cathedral in 2022 of the same amount.

There were a number of changes to the Board of SCEL this year. Barbara Lane stepped down as Chair of the Board in May after a number of years at the helm. Barbara's commercial experience, energy and focus were much appreciated by the staff team and she will be very much missed as a member of the leadership of the Company. Richard Holman agreed to take on the Chairmanship of the Board on an interim basis, and also therefore membership of the Chapter's Finance Committee. Grant Tripp, a member of the Cathedral congregation, agreed to become a Board Member at the AGM in May, bringing particular experience and knowledge of the heritage retail sector. Grant is leading the strategic oversight of the Shop move and re-launch for which we are extremely grateful. In July, once the Cathedrals Measure had been implemented, it was felt inappropriate for the Dean and Sub Dean to remain as Board members. They therefore both resigned from the Board but continue to be present in attendance at Board meetings. The directors are aware that the Board needs to be strengthened with additional non-executive members and are looking to recruit new members in 2023. They are also aware that now the Cathedral is a registered charity, work needs to be done to regularise the relationship between the Cathedral and SCEL, particularly in respect of property and IP licences and cross-charging of staff time and facilities.

In terms of the Company's achievements this year, the Events team, led by the Head of Events, Rose Harding, had another exceptional year in 2022 –

delivering a broad array of special events, including summer graduation ceremonies for King's College London and the University of Sunderland, London Campus and receptions/dinners for clients including the Society of Authors, The Royal College of Radiologists, the US Embassy and the Tessa Jowell Foundation. These events were commercially successful, but also offered the Cathedral an opportunity to create new partnerships and further our mission – for example in relation to the promotion of education and vocations during the graduations.



The Nave, set for a large private dinner.

There has also been a conscious effort by Rose, with direction from the SCEL Board and Cathedral Senior Management Team, to build on the successful return of musical and performing arts events in 2022, with the relaxation of restrictions on gatherings post-COVID. The Cathedral hosted our usual range of informal recitals by visiting choirs, orchestras and concerts, including The Sixteen, London Symphony Chorus, Vox Anima and the City of London Sinfonia 50th anniversary concert, as well as 32 Fever Up candlelit concerts throughout the calendar year.

In total, commercial events generated an impressive £339,726 gross income in 2022. The Budget for 2023 will target more accurately the gross income achieved by the Events Team each year and the Cathedral Chief Operating

Officer, with the Chief Finance Officer, when recruited, will prioritise work on reporting to the SCEL Board and to Chapter the respective profit margins on commercial events in greater depth to assist strategic financial and diary planning.

The conference business continued its recovery through Q1-Q3 under the management of Şahika Karagöz, our Events, Sales and Marketing Executive. Şahika nurtured SCEL's relationship with its conference client base – with over 90% of bookings coming from repeat clients in 2022. The nature of the conference bookings has also returned to a pre-2019 state – with the overwhelming majority of enquiries being for in-person meetings or away days, rather than hybrid meetings. Following the end of Şahika's contract in October and during the search for her replacement, the conference business was relatively quiet in Q4, looked after by the Head of Events. The year finished under budget by £31,247 which, given COVID restrictions at the beginning of the year and difficulties in recruitment in Q4, was not unexpected. Into 2023, a new Conference & Events Officer, James Allison-Booth, has taken up responsibility for the conference business. He will focus on building on the success of 2022, shoring up our relationship with existing clients and reaching out to new markets.

We started 2022 with local bakery Bread Ahead operating the Cathedral café. This was a successful partnership dating back to September 2021, when Bread Ahead agreed to take on a six-month contract with SCEL. Bread Ahead was hit hard by the national COVID Plan B measures implemented in late November 2021, and trading was difficult over the Christmas and New Year period with further restrictions and staff sickness. Following the planned end to their contract with the Cathedral, we had significant difficulty engaging a new café operator who was willing to take up a long-term contract – the harsh economic climate and the damage done to the restaurant and hospitality sector by COVID-19 made our search for a new permanent operator difficult.

We recognised that having a café operator is central to Cathedral community life, as well as being key for the conference and events businesses as an in-house catering option. During the search for an operator, SCEL therefore sought out temporary options wherever possible and hosted a coffee tuk-tuk in the Millennium Courtyard from May to October, operated by Faith in Coffee, a one-week non-concession presence from Cai's Coffee Cab during the period of national mourning following the death of Her Late Majesty, Queen Elizabeth II, and a three-week pop-up café during the Gaia installation operated by Change Please. We are thankful to these partners for the vital part

they played in enabling us to offer hospitality as part of our life at the Cathedral. The 2022 income from catering was £50,394, well below the anticipated amount.

In December 2022, SCEL engaged Comptoir Gourmand Ltd, a family-owned French bakery and restaurant chain with an historic presence in Borough Market, as the Cathedral café operator. Our property team, including Head of Property, Naomi Shaw, and (the then newly-appointed) Facilities Manager, Gary Hayden, worked very hard to ensure the café space was ready for a newly tenanted partner to start trading in the build-up to Christmas. Significant investment by the Cathedral was required to bring the space back to a compliant and usable standard. We welcome Quentin Wind, Holly Wells and their team and are excited about working with them.

The Cathedral Shop has had a more successful year than last year, defined by some changes in personnel and strategy. The Shop struggled to trade normally from January-March 2022 due to visitor numbers remaining notably lower than normal, because of the impact of winter COVID restrictions on tourism in the Bankside area. Visitor numbers returned to more usual levels from April, and the Shop traded steadily throughout the rest of the year, although the online shop was less successful and is currently being re-thought.

The planned summer move of the Cathedral Shop to a larger and more accessible location in the Queen Elizabeth Room was not possible due to water damage discovered there in May 2022. The QE Room being out of action also meant that the planned pop-up Christmas shop wasn't possible – a very successful feature of the previous December. Despite the low level of trading during Q1 and the lower level of Christmas trading, the Shop ended the year only just under budget for the year. Sales in-store came in 5% higher than expected, with the underperformance of the online Shop (primarily down to the return of in-person shopping in 2022) bringing income in below budget. In-store sales were boosted by the work done by the retail team, headed by Jon Dollin, to acquire suitable merchandising for the *Gaia* art installation and the Christmas period. *Gaia* supported the Q4 retail income with the Shop staying open to visitors during 'Gaia Late Nights' and taking 50% higher in sales in October 2022 than October 2021.

In Q4 of the year, Jon Dollin's role changed and he began to focus more on the 2023 visitor engagement programme, building on the fact that the 2022 SCEL element of heritage events and tours at the Cathedral did extremely well, delivering 20% above budget. We are extremely grateful to Jon for his years leading retail at the Cathedral, and in particular his work building relationships

with publishers and imaginative growth of our cat Hodge (and before that Doorkins) as a focus of our retail offer. Following Jon's shift away from retail to focus on the Cathedral's visitor engagement, non-executive Director of SCEL, Grant Tripp, stepped in to manage the Shop and help on the shop floor over the winter period. We are extremely grateful to Grant for his support. At the close of 2022, SCEL looked to recruit a full-time Retail Manager to manage and re-launch the Shop and SCEL's retail strategy – allowing Jon to make a permanent change to a new role as Head of Visitor Engagement. We hope the new Retail Manager, arriving after Easter 2023, will work closely with Jon to maximise the retail opportunities arising from the Cathedral's 2023 visitor engagement programme – as well as managing the re-launch of the Cathedral Shop from the QE Room when possible in 2023.

We would like to thank the Board for its support throughout the year and all the Enterprises team for their unstinting work. We would also like to thank Emily Halton and Bill Murphy for their work in arranging and managing Board meetings, minuting of meetings and preparation of Board reports.

Justine Horseman Sewell
Executive Director

Bill Murphy
Secretary to the Board



Hodge the Cat, Cathedral 2023 Calendar.

Fundraising

Justine Horseman Sewell, Chief Operating Officer

The Chapter is always aware of the need to generate sufficient income to enable Southwark Cathedral to continue its work, and we engage in fundraising activity as vital support for the Cathedral's ongoing mission and ministry.

Most voluntary donations come from members of our congregation or wider circle of support, although our online community is growing in the UK and further afield, particularly as a result of the pandemic, and we have therefore continued to adapt the Cathedral's fundraising and promote alternative ways of congregational giving via QR codes, donations during livestreaming and social media. Text donations and contactless giving provided additional ways to support the Cathedral.

We saw an uplift in our income from donations in 2022 and received one legacy during the year. We received donation, planned giving and legacy income totalling £700,990 (£602,887 in 2021). Chapter is aware that a priority for 2023 is to draw up strategic development plans which increase donations to the Cathedral and enable us to approach new types of donor.

In 2022, Southwark Cathedral's fundraising efforts focused on support for staff costs to enable us to build back from the financial challenges posed by COVID-19, to fundraise for important works in the Cathedral church and, towards the end of the year, to support our installation for three weeks of Luke Jerram's artwork *Gaia*, which offered not only a wonderful arts and music programme but a great missional opportunity and a platform to communicate our sustainability and carbon net zero work.

Following our successful application to the Cultural Recovery Fund to finance urgent upgrades to the Cathedral's building services (electrics, lighting and heating), the Cathedral received the balance of a grant of £59,263.20 towards the works and completed the work in March 2022. Successful applications were also submitted to the Cathedrals Sustainability Fund (CSF) for support toward staff employment costs for the funding for a Head of Property who was recruited into a three-day-a-week post and arrived with us in June. Funding from the CSF also continues to support the Chief Operating Officer post, Conference Manager post and Commercial Director post (funding for which is currently frozen pending new SCEL recruitment).

Funding totalling £25,000 was received from Benefact Trust. This annual grant support provides very important funding for the daily mission and ministry of the Cathedral but, going forward, we will be expected to apply to the Trust for specific help rather than receiving a fixed and automatic grant. We also received a pledge from the Headley Trust towards work on our collection of Medieval bosses, one of the treasures of the Cathedral. Other grant and donation funding was received for the Cathedral Choir, including towards a Choir librarian and sheet music. The Cathedral's Lent Art installation *Small House* by Richard Woods was also funded by grants and donations. In addition, new vestments were funded by individual donors.



Gaia at Southwark
© @exploringwithmygirl

Southwark Cathedral Development Trust continued to support the Cathedral's fundraising and awarded grants to the Cathedral totalling £78,259 during 2022. Works supported by the Trust included the preparation work, professional fees and archaeological investigation for the Harvard Chapel access and reordering project, support for the installation of an access ramp in the South Choir aisle and preparation for the Conservation Management Plan as well as meeting the Fundraiser's salary.

The Friends of Southwark Cathedral is also a much-valued source of support, and awarded grants to the Cathedral totalling £11,300 during 2022, including towards the Gaia installation for which we also received support from The Diocese of Southwark. The Dean of Southwark's Fund also awarded grants totalling £5,000 to Southwark Cathedral during 2022 and supported the Cathedral's youth work.

We thank all the individuals, trusts and other organisations for their vital support in 2022, including:

- ❖ Benefact Trust (previously known as Allchurches Trust)
- ❖ Cathedral Music Trust
- ❖ Cathedral's Sustainability Fund
- ❖ Culture Recovery Fund
- ❖ The Dean of Southwark's Fund
- ❖ Frazer Trust
- ❖ The Friends of Southwark Cathedral
- ❖ Morden College
- ❖ The Diocese of Southwark
- ❖ St Olave's Foundation Fund
- ❖ Tideway
- ❖ Traditional Cathedral Choir Association
- ❖ Westhill Endowment
- ❖ The Worshipful Company of Saddlers

We also thank everyone who supported the Cathedral in 2022, including donors who generously supported the following projects:

- ❖ Access improvements
- ❖ Art installations (*Small House* and *Gaia*)
- ❖ Cathedral Choir
- ❖ Harvard Chapel
- ❖ High Mass set
- ❖ Lancelot Andrewes books
- ❖ Lighting improvements
- ❖ Sheet music
- ❖ Southwark Cathedral Development Trust Fabric Fund and Bells Fund

Our Fundraiser, Tom Poole, left us in November to move on to a role with the Mayor's Fund for London. We were delighted for Tom but sad to lose him as a valued colleague who did so much to maintain our fundraising programme during the difficult pandemic period. We are currently assessing our resource needs in conjunction with strategic planning and, in the meantime, recognise the importance of remaining engaged with donors and speaking openly about our need for financial support.

Please do get in touch if you or your organisation would like to make a gift to Southwark Cathedral; we would be delighted to hear from you and to tell you about our current and forthcoming projects.

Justine Horseman Sewell
Chief Operating Officer

Learning Centre

Emily Harris, Education Officer

Visitor numbers

Primary: 2,298

Secondary: 246

Adults (teacher CPD): 20

Total: 2,664

Learning Centre Activity

Following a period of enforced instability for the Learning Centre with staff changes, schools being unable to visit, and the unpredictability this created, 2022 has been a period of rebuilding and recovery. This was the first full academic year since 2019 to see fewer impacts from COVID-19. Visitor figures totalled 2,664 across the year and the autumn term saw us break even financially for the first time since the pandemic. During the year we also re-established a permanent, part-time Education Officer post with Emily Dawson employed in this role from April-December 2022 and Emily Harris who took over from January 2023.

While our key focus has been building back visitor numbers for greater financial stability, we also explored how we can develop our learning and engagement offer through partnership work. Highlights include a series of climate justice art workshops as part of the *Gaia* art exhibition in partnership with Christian Aid's 'Letters for Creation' project and a project in collaboration with the Clewer Initiative and The Worshipful Company of Glaziers to expand awareness of Modern-Day Slavery. For this project, a group of secondary students designed a stained-glass window for display in the Chapel of St Francis of Assisi and St Elizabeth of Hungary, which is dedicated to victims of violence, and where the Cross of Nails is installed. This year we have also continued to work closely with the Southwark Diocesan Board of Education supporting teacher CPD and delivering our successful and much in-demand Journey to the Manger event for which we welcomed 180 children from primary schools across the Diocese.

Volunteers

Our experienced, enthusiastic, and supportive volunteer team continue to be our engine. Since the pandemic, we have retained a small and dedicated team who have enabled our steady return to in-person visits and who help deliver our engaging programme of activity. Recruitment of new volunteers is still a priority because the team has reduced post-pandemic. We are looking for volunteers with an interest in teaching and learning and, of course, the Cathedral and who can spare time during the week to work with education groups.

Circle of Support

We are blessed to have a group of individual funders who support our work each year financially and to whom we extend our grateful thanks. We would not be able to continue to support the Cathedral's mission and outreach without them. In the last few years, these supporters have played a vital part in maintaining the Centre through some difficult and uncertain times. If you would like to support our work by joining, please contact us for more details.

Emily Harris
Education Officer

Unity Group

The Rev'd Deacon Frances Hiller, Chair

‘Ecumenism journeys on. It journeys with Jesus, not ‘my Jesus against your Jesus’, but with our Jesus.’

Pope Francis

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.

The Group was able to meet on one occasion only in 2022; however, it has already met twice in 2023, imbued with fresh energy.

Andrew Viner, who has served as Chair for more than nine years, decided to retire from this role, and stood down at the January 2023 meeting. Andrew has been an excellent chair and his steady leadership has been a huge encouragement to the group. We are fortunate that he continues to serve as a member of the group, and in particular we value his strong link with the Community of the Cross of Nails, of which he is a trustee.

Local ecumenical activity

Unity Forum

This group brings together members of Southwark Cathedral, St George's Cathedral and St Olav's Norwegian Church. Planned meetings were not able to take place over the past months. Meetings have been reinstated for 2023 and a new way forward has been found, which will ensure that the laity is better represented.

Robes Project

Reports are received at each meeting from members of the Project who are also members of the Unity Group. The problem of homelessness continues to grow, exacerbated by the economic situation and also the big reduction in properties available to rent. The SleepOut in 2022 raised £50,000. Southwark Cathedral again provided volunteers for the Night Shelter at Christ Church, Blackfriars. A new CEO has been appointed, and the Project now has an office at the Cathedral.

Cross of Nails

Southwark Cathedral has been a member of the ecumenical Community of the Cross of Nails since 2020 and sees responding to injustice through prayer and action as central to its mission.

In November the Cathedral hosted an event focussing on Modern Day Slavery, in partnership with the Clewer Initiative.

In December the Chapel of St Francis of Assisi and St Elizabeth of Hungary where the Cross of Nails is located, was dedicated to the victims of violence and is a focus for the Cathedral's mission of reconciliation in our own communities. This mission forms the current emphasis for the Cathedral's membership of CCN, with particular regard to the problems of youth violence and knife crime. Planning is taking place to carry forward this initiative.

The CCN Litany of Reconciliation is prayed in the Cathedral every Friday at Morning Prayer and at Midday Prayer at 12:30 pm.

Southbank Churches

Canon Michael Rawson has continued to represent us at meetings of this group, which includes representatives of local Lutheran, Roman Catholic, Anglican and Baptist churches. The Ecumenical Good Friday walk brought together Christians from these churches, finishing with a short service at Waterloo Station

International Ecumenical Activity

Bergen and Rouen

Individual personal friendships have helped to maintain the relationships with our link cathedrals in Bergen and Rouen through the past year. A group from Rouen Cathedral visited in October, which further cemented some of these friendships. A group from Southwark plans to visit Rouen in October 2023. A small but greatly enjoyed visit to Bergen took place last year, with a return visit of Bergen to Southwark planned for May 2023. There have also been Zoom meetings and the exchange of newsletters.

Building bridges is the work of ecumenism, and so the Unity Group continues to work towards building bridges that everyone can cross. Friendship lies at the very heart of this work.

Frances Hiller

Chair of the Unity Group

The Cathedral School of St Saviour and St Mary Overie

Filiz Scott, Headteacher

Our school motto, 'Life in all its fullness' (John 10.10), is at the heart of everything we do at Cathedral School and this year the motto feels even more pertinent than usual.

In January our much-loved School Business Manager, Janice Breslin, died. Janice had been at the heart of our school community for 28 years and is greatly missed by us all. A service of thanksgiving for her life took place at Southwark Cathedral. It was led by Canon Michael Rawson and pupils from Y3-Y6 sang 'Jesus Remember Me' to a packed Cathedral, full of Janice's family, governors, parents, pupils, former pupils and their parents, as well as friends of the school and representatives from the local authority. The service was a chance for everyone to get together to fondly remember Janice. We have been overwhelmed by the kindness and support shown by the school community and Cathedral during this sad time.

In December, as Christmas preparations were in full swing, we had our first Ofsted inspection in 14 years! The two-day inspection was extremely rigorous and demanding, nevertheless, staff, pupils and governors were fantastic and rose to the considerable challenge with grace and energy. We were also very grateful to parents for their support and positive feedback to the inspectors during the inspection.

We were so proud to receive an 'Outstanding' judgement in all areas, which is testament to the hard work and commitment of the whole school community. We are delighted with the report and feel it is a true reflection of Cathedral School. The current Ofsted framework is extremely challenging, with only 18% of Outstanding schools retaining their 'Outstanding' judgement following an inspection.

The inspectors were extremely complimentary when verbally reporting back to senior staff, governors and representatives from the local authority and Diocese; saying that it was "an honour and a privilege" to have inspected the school. A representative from Southwark Council said she had never heard such positive feedback from Ofsted in her whole career as a School Improvement Partner. The full report is printed on the following pages.

Information about this inspection

The inspectors carried out this graded inspection under section 5 of the Education Act 2005.

- ❖ This was the first routine inspection the school received since the COVID-19 pandemic began. Inspectors discussed the impact of the pandemic with leaders and have taken that into account in their evaluation of the school.
- ❖ Inspectors spoke with the headteacher, deputy headteacher, assistant headteachers and subject leaders. They also held meetings with the members of the governing body, representatives from the local authority and the Diocese Board of Southwark.
- ❖ Inspectors carried out deep dives in these subjects: early reading, mathematics, art and design and geography. For each deep dive, inspectors discussed the curriculum with subject leaders, visited a sample of lessons, spoke to teachers, spoke to some pupils about their learning and looked at samples of pupils' work.
- ❖ Inspectors also spoke with leaders and pupils and looked at samples of pupils work in other subjects.
- ❖ In considering the effectiveness of safeguarding, inspectors reviewed the single central record of pre-employment checks, held meetings with the leaders with responsibility for safeguarding and spoke with staff and pupils. They also reviewed documentation related to pupils' behaviour and welfare.
- ❖ Inspectors considered the responses to Ofsted's online surveys completed by parents and carers and staff. In addition, they spoke with parents informally at the start of the school day.

What is it like to attend this school?

Pupils are very proud to attend this school, where they feel part of a big family. They appreciate the strong sense of community that leaders and staff foster. Pupils are very happy here. They benefit hugely from the excellent education on offer. Pupils are highly articulate. They discuss their learning and experiences of school life in a very mature manner for their age.

Pupils' behaviour is exceptional and is guided by the school's values. They are incredibly polite, respectful, kind and considerate of each other. Pupils conduct themselves superbly in class, around the school and during social times. Bullying is extremely rare. Staff deal with it swiftly and effectively, should it happen.

Pupils know that leaders and staff care for them. Pupils are safe. They can talk to a trusted adult should there be anything that is worrying them.

Leaders and staff have high expectations because they want all pupils to learn and be successful. In turn, pupils rise to these expectations that are set for them. They enjoy the wide range of enrichment activities on offer, which are designed to broaden their horizons and extend their learning. Leaders and staff help pupils to become curious and independent learners. The excellent curriculum means that pupils are exceptionally well prepared for Year 7.

What does the school do well and what does it need to do better?

Leaders have adeptly developed a highly ambitious curriculum for all pupils. The curriculum is very well sequenced. It builds in logical steps on what pupils have already learned, from the early years foundation stage all the way through to Year 6.

This approach is consistently strong in all subjects. In art and design, for example, the curriculum enables pupils to progressively gain a deep understanding of the work of different artists. It also supports pupils to explore and increase their knowledge of a broad range of techniques, from colour mixing to the use of different media.

Teachers check regularly that pupils have understood what has been taught. They swiftly identify any gaps in pupils' knowledge and offer support promptly. Consequently, all pupils achieve highly.

Reading is at the heart of the school curriculum. Staff are well-trained experts in the school's phonics and early reading programme. They teach pupils to use phonics to decode unfamiliar words and ensure that pupils develop reading fluency swiftly.

Pupils who are falling behind in their phonics and reading are given additional support and catch up quickly. Pupils are given plenty of opportunities, both at home and school, to use their phonics knowledge. Staff make sure that they practise with decodable books that match the sounds that they have learned.

Older pupils know about the importance of reading. They understand, for example, that reading books by a variety of authors can help them to learn more new words and phrases. Pupils are keen to read widely, and this expands their vocabulary, which they use in their own writing. Pupils also enjoy reading lots of non-fiction books to extend their learning. For example, they read about artists to gain more knowledge about the techniques that are used, for instance tessellation.

Pupils display excellent attitudes to their learning. They remain fully engaged in the task at hand during lessons because of their teachers' high expectations.

The school promotes pupils' personal development exceptionally well from the early years through to Year 6. Older pupils are given many opportunities to develop their leadership skills. For example, they lead collective worship from beginning to end every Friday. Older pupils proudly take on other roles, such as school librarians and play buddies who support younger pupils.

When planning the wider curriculum offer, leaders and staff capitalise on the school's geographical location in London. All pupils are given rich opportunities to extend their learning beyond the classroom. Pupils enjoy many trips to the theatre, museums and art galleries.

Leaders work very closely with staff and other professionals to meet the needs of pupils with special educational needs and/or disabilities (SEND), including children in the early years. Pupils' needs are swiftly identified, and bespoke support is put in place. Where necessary, staff make adaptations to the teaching of the curriculum, so that these pupils access the same learning as their peers. As a result, they also achieve highly.

Leaders and staff are very proud to work at this school. Staff said that leaders and governors ensure that there is a positive work-life balance, and that the workload is manageable.

Safeguarding

The arrangements for safeguarding are effective. All staff are well trained and know how to spot signs and symptoms of abuse or if a pupil needs help. They know and follow the school's internal procedures for raising concerns about a pupil.

The safeguarding team works well with external agencies to swiftly secure the help and support that their families need.

Leaders make sure that all the appropriate staff pre-employment checks are made.

Pupils learn about how to stay safe online. Older pupils have developed 'Digi-tell', an online tool, which is used by their peers to raise any concerns or worries that they may have when using the Internet.

Pupils are taught about relationships and consent appropriate to their age through the school's personal, social, health and economic education curriculum.

Inspection team: Raj Mehta, (lead inspector Ofsted Inspector)

Jonathan Newby (Ofsted Inspector)

I hope this report gives you a flavour of a year in the life of Cathedral Primary School. As ever, it is an absolute privilege to work with such a dedicated staff and governing body who always have the learning and well-being of the children at the heart of their actions. The parent community have been fantastic and we also very much value to the support of the Southwark Cathedral community this year.

Over Lent, our pupils have been painting positive pebbles with messages linked to our school values, the Fruits of Friendship with God (Fruits of the Spirit). The children have placed the pebbles in local parks and hope that people will see them or pick them up and take comfort from the message and remember that God loves them. There might even be one or two positive pebbles in the grounds of the Cathedral, so keep your eyes peeled!

Mrs Filiz Scott
Headteacher

The Mothers' Union

Cathedral & St Hugh's Branch

Mary O'Neill, MU Branch Deputy Secretary

In line with the central Mother's Union aims for 2022 of working for transformation in their MU Branch, Church and Community members were finally able to begin getting involved both in the wider church and in our community.

Tea at 2 resumed at the Evelina Hospital with members supporting. In March we were able to hold our first cake sale in two years.

Monthly MU midday prayers on Wednesdays resumed with themes such as:

- ❖ Water into wine
- ❖ Colours of transformation
- ❖ The Good Shepherd
- ❖ With God nothing shall be impossible

The Cathedral with St Hugh's group led prayers in March and a special 'Wave of Prayer' service in August. A Mary Sumner Quiet Day was also held by Rev'd Esther at St Hugh's in August and was well attended. The Festival Service was held on 7th May. The Diocesan President and the Trustees were commissioned for the Triennial 2022–2024 by Bishop Christopher. Refreshments were provided and duly served by the Cathedral Branch members.

In September our beloved Patron for 70 years, Her Majesty Queen Elizabeth II, died. Our Worldwide President, Sheran Harper, released a statement in honour of The Queen. An online remembrance book was created where members could leave their prayers, thoughts and messages in memory of The Queen. A Service of Reflection and Thanksgiving for the life of Queen Elizabeth II was on the Central MU's Facebook page. It was also found on the Central MU's website.

In February we were blessed to welcome three new members to our group: Canon Andrew Zihni, Linda Hutchinson and Alfrine Wilson.

During this year we celebrated some special birthdays.

Stella's 80th birthday celebration took place in Rotherhithe and was attended by members. Her family attended the Cathedral Eucharist with her, and she was presented with a bouquet of flowers by Alfrine on behalf of the MU. Comfort Idowu-Fearon celebrated her 70th birthday. Iris had a celebratory birthday shared lunch after the Eucharist on 6th November and was also

blessed by the Dean. Canon Michael celebrated his 60th year also in November.

For their first wedding anniversary, Heather and Gus were blessed with holy water by the Dean at the Cathedral Eucharist.

The Modern-Day Slavery Event took place at Southwark Cathedral.

The MU was offered a stall in the 'market place' as part of their 'No more 1 in 3' action focus. This was a great way to promote the general work of the MU and our *No More Gender-Based Violence* programme.

**Generous God, we are so grateful for all you have given to us in life.
Help us to use your resources wisely to bring change for good in the
world and enable others to do the same.
Amen.**

**Mary O'Neill
Deputy Secretary MU
Cathedral with St Hugh's**

**Southwark Cathedral
London Bridge
London
SE1 9DA**

**+44 (0)20 7367 6700
southwarkcathedral.org.uk**