



WORCESTER CATHEDRAL



Report and Accounts for the Year 2020/21

Principal Office

The Chapter Office, 8 College Yard, Worcester WRI 2LA

THE CHAPTER

The Very Reverend Dr Peter Atkinson	Dean	(from 28.4.07)
The Reverend Canon Dr Stephen Edwards	Residentiary Canon	(from 15.9.19)
The Reverend Canon Dr Michael Brierley	Residentiary Canon	(from 22.3.14)
The Reverend Canon Dr Georgina Byrne	Residentiary Canon	(from 13.9.09)
Dr David Bryer	Lay Canon	(from 23.9.13)
Anne Penn	Lay Canon	(from 19.1.16)
Henry Briggs	Lay Canon	(from 1.03.19)

SENIOR STAFF

Val Floy	Chief Operating Officer
Emily Draper	Estates Manager
Sarah Bowyer	PR and Digital Communications Manager
Samuel Hudson	Director of Music
Cathy Sloan	Fundraising Manager
Susan MacLeod	Visitor Experience Manager
James Prior	Head Verger
Daniel Parnell	Director of Learning and Community Involvement
David Morrison	Librarian & Archivist
Darren Steele	Works Manager
Steve Smith	Service Manager
Chris Guy	Archaeologist
James Pertwee	Shop Manager (retired July 20)
Maria Scialacomo	Catering Manager
Debbie Harding	Finance Manager
Camilla Finlay	Consultant Surveyor of the Fabric

Bankers

Barclays Bank Plc., 54 High Street, Worcester WRI 2QQ

Solicitor

Stallard March and Edwards, 8 Sansome Walk, Worcester WRI 1LW

Auditor

Hazlewoods LLP, Staverton Court, Staverton, Cheltenham, GL51 0UX

Investment Manager

EFG Harris Allday, Church Mews, Ombersley, Worcester WR9 0EW

Property Agent

Fisher German, Global House, Hindlip Lane, Worcester, WR3 8SB

Introduction

The Christian year from Easter 2020 to Easter 2021, corresponding to the financial year, is also the year marked by the global pandemic. We knew little of what awaited us as the previous financial year drew to an end. Now, at the beginning of the financial year 2021-22, we can see that the past year has been both worse than we feared and better than we hoped. Worse, because the waves of the virus have led to successive lockdowns, and the re-opening of our life as a nation has been far slower than we thought possible in March 2020; better, not only because of the spectacular success of the vaccines, but also because of extraordinary efforts made by public and private bodies to keep the economy going. At the time of writing, the re-activating of the life of the Cathedral is moving ahead slowly, in line with all the current Covid restrictions. At the same time, the Cathedral has weathered the financial year in far better shape than we predicted. Having said that, the real test will come in the year ahead. If visitors and events do not return in expected numbers, the Cathedral will continue to struggle.

Peter Atkinson

Review of the Year

Worship

The Cathedral was closed for all activities from March until June. The decision, part-Government and part-Church, remains controversial. However, the Cathedral conformed to the guidance given, and transferred its daily worship on line. Not a day passed without an act of worship. This has turned out to be a blessing to regular members of the Cathedral community, including many who were in any case housebound, but has also won us new friends around the world. We have also arranged addresses, lectures, and discussions on line. This has become a permanent part of our life, and the Chapter is committed to continue livestreaming one service daily.

Limited public worship was resumed in the course of the year, as Government guidance permitted, including a few special services, such as that to mark the death of the Duke of Edinburgh.

The old quarterly Cathedral Newsletter moved on-line at the beginning of the first lockdown. This was initially a weekly channel of communication with the Cathedral community and supporters; it is now fortnightly, supplemented by the weekly 'Sunday News', replacing the old 'broadsheet'. These communications reach many more people; they save money; and they save paper and printing.

Visitors

Covid restrictions meant a new way of managing visitors – closing the entrance from College Green as a public entrance, and creating a flow from and back to the North Door. The advantage of this has meant that visitors can now be greeted on arrival and on departure in a more focused way. The Chapter is employing a team of 'welcome assistants' alongside our valued teams of welcomers and guides. Part of their function is to encourage a more realistic level of donations from visitors. This is not 'admission charging' by stealth; but it is a recognition that Worcester needs to move from the bottom of the league-table of visitor donations. An average gift of less than 50p will not preserve the Cathedral in perpetuity. There is clear evidence that our new welcome assistants are helping to change that.

Finances

The finances will be reported on more fully later in this report. In summary, it was possible to predict at Easter 2020 that the effect of the lockdown, even with the benefit of the furlough scheme in its initial phase, would be that the Chapter would run out of money by Easter 2021. This would be due to the loss of income from visitors, events, collections, the café, and the shop. 'Running out of money' would have meant what it said: there was a real prospect of permanent closure. There is, in the end of the day, no body in church or state with the responsibility to bail out a failed cathedral.

The fact that this has not happened is due to several factors: the furlough scheme, with its successive extensions; substantial emergency funding from the Church Commissioners, National Lottery Heritage Fund, the Arts Council, and other public and private bodies; the continued loyal support of the members of the Cathedral community; and the new fundraising initiative launched by the Chapter before Christmas, which we are calling our Recovery Fund. The running of the Recovery Fund has its own associated costs, which have been met by the Friends of the Cathedral.

Some may ask whether, given the level of emergency funding the Cathedral has received, the Recovery Fund is needed. The answer is that the Fund has made a substantial contribution to the successful outcome of the past year; but it is much more than that. Its purpose is to build up a solid base of regular supporters and donors for the future. Emergency finding from other bodies was for this year only: the Recovery Fund is laying a foundation for the future.

There is a further point to be made about the emergency funding we have received: it has all been targeted. It has been given for job retention, or for the support of the stonemasons, or for the support of choral music, or to enable the Chapter to meet the requirements of the new Cathedrals Measure. It is never money for general Chapter funds, which the Chapter is free to use for this or that, or simply to pay the electricity bill. This is an important point to understand about most grant-funding. It may explain some of the Chapter's apparent funding priorities.

Staff

The Chapter wishes to pay tribute to the Cathedral staff. Some were furloughed, with all the frustrations associated with that. Some worked from home, mastering the challenge of on-line meetings. Some worked long hours in an almost empty Chapter office. Vergers, service team, and works team did sterling service in extraordinary circumstances. The musicians laid on a programme of daily music on line, until they could begin to sing in the Cathedral again.

It has been a year of re-organization. Some of the emergency funding mentioned above was available specifically for cathedrals to plan their future sustainability as organizations. This has enabled us to make appointments to some long-overdue new posts – in HR, in estates management, in office management, in communications. We have also said goodbye to some members of staff, by way of retirement, re-organization, or moving on to other jobs. Each has made their unique contribution, and the Cathedral community is indebted to them all.

Music

The Chapter has announced an ambitious re-organization of its provision of choral music. At the heart of this is the offer of an equal opportunity to boys and girls in the Cathedral Choir. In future the boys and girls will sing an equal number of services, and for this purpose the girl choristers will be aligned more closely with the King's School. At the same time, our much-loved Voluntary Choir is to be reconfigured as a choir for younger girls and boys, and a new Teenage Choir is to be launched. These latter two choirs will widen access to cathedral music to pupils from schools other than King's.

The Cathedral building and its precinct

The lockdown hampered, but did not entirely stop, some important repair and maintenance work. The Quire organ has undergone a substantial overhaul. The scaffolding finally came down from the Edgar Tower. New lighting has been installed in the Lady Chapel. WIFI has been installed. In the Library, some priceless charters have been conserved, and the roof of the conservation room and the ante-library has been improved. The west gardens have continued to be a source of frustration, due to vandalism and anti-social behaviour, as well as the sudden collapse of a wall. The Chapter is commissioning a firm of landscape architects to work with us to make the gardens and College Yard more welcoming and lovely spaces.

At the time of writing, little can be said about the Chapter's future use of the Old Palace, which the Diocesan Board of Finance has now evacuated. Much is under discussion, and plans will be shared with the Cathedral community when it is possible to do so.

The conversion of the Undercroft was completed without a fanfare, but still to the delight of all who have seen it. The prestigious Architectural Journal gave it an award. It is slowly coming into use, and will be a beautiful setting for all kinds of functions for years to come. The associated project of conserving the 'Christ in Majesty' sculpture in College Hall, funded by the Friends, will be undertaken over the summer. We are indebted to the National Lottery Heritage Fund and a whole host of grant givers and donors for the finances to complete the project.

An Eco-Cathedral

The Cathedral's new Eco Group, bringing together Chapter, staff, and members of the congregation, is helping to shape the Cathedral's agenda for the years ahead. This includes mapping out the Cathedral's alignment to the Church of England's commitment to 'net zero' by 2030. This is spelt out further in the Cathedral's strategic document *A Vision for Worcester Cathedral 2025*.

The Cathedrals Measure 2021

The new Cathedrals Measure (a statutory instrument setting out the governance of cathedrals) received Royal Assent at Easter. Chapters will be guided through the process of bringing their constitutions and statutes into line with the new Measure over the next year.

A New Strategic Vision

Finally, the Chapter is delighted to introduce *A Vision for Worcester Cathedral 2025*. The Chapter began work in 2019 on a new document, to succeed *Renewal and Development: A Strategic Framework for Worcester Cathedral 2015-2020*. The pandemic and lockdown interrupted that work, but also brought new insights and ideas which need to be included in our vision for the future: about our online ministry, about how we welcome visitors into the Cathedral and about our need for more resilience with stable finances.

Our new strategy is based around 5 core themes and will be available on our website. Chapter will prepare an Annual Plan each year, based on the steps we want to take annually to achieving our strategy.

In 2025 Worcester Cathedral will be

- **A community welcoming everyone to share our amazing heritage**
- **A place of breadth and depth in worship and prayer**
- **A place of learning, discipleship, and nurture.**
- **A catalyst for campaigning and raising awareness on the environment and social justice**
- **A resilient organisation with stable finances**

When the work on the vision had reached the stage of a first draft, the Chapter circulated it more widely, and we are grateful for all the comments submitted. The Cathedral staff have also contributed to this. We are delighted by the generally positive reception. Many people made suggestions for rephrasing parts of the document. We have not been able to incorporate all those suggestions, but there were some recurring comments, and it may be helpful to offer some comments in return.

Not enough about God

Some people expected a lot more explicitly Christian language. The document does speak of the worship of God, the Christian faith, and the love of Christ in the 'What this means' section following 'Our Values'. The theme of 'evangelism' ('good news') is implicit in all our aims. However, too much explicitly theological language would have been an obstacle for some of our stakeholders and supporters in the wider community. It is important that we can articulate our vision in language that is not only informed by our Christian beliefs, but is *also* accessible and attractive to people and organizations with no Christian background.

The Benedictine Heritage is obscure

Some people wondered why we took the Rule of St Benedict as a motif in this document. It is the Benedictine story which explains the building we have inherited. Prayer, learning, and welcome are three simple and significant themes running through the Rule, which continues to inspire millions of Christians today – whether or not they are monks or nuns. The Rule is even used as tool in teaching 'spirituality' to secular organizations and businesses.

Not enough about the Cathedral Community

The Cathedral Community is very important – it is the people most closely connected to the Cathedral. It is defined (in Church of England law) as those who are connected to the Cathedral by work as well as by worship, and it is important to remember that the Cathedral Community includes our staff and volunteers as well as regular worshippers. Some people regretted there was not more mention of one or another group within the Community – stonemasons, bellringers, or choirs. The work of the Cathedral is many-faceted, but we think this Vision gives a good over-all picture of our activities.

Not clear about priorities or achieving the objectives

This is a vision. As with previous strategic documents, the Chapter will translate this into an annual plan, which will be the basis of the annual budget, and on which the Chapter will report annually. This is how we move from a vision *in 2021* to a vision *for 2025*. Priorities are determined not only by the intrinsic importance of the matter, but also by funding opportunities.

The pandemic has reminded us that the 'best-laid plans' will not anticipate what those years may hold. We may find ourselves in a very different world in 2025 from what is envisaged here. Nonetheless, we need some vision, some hope, some sense of direction. 'Where there is no vision, the people perish' (Proverbs 29. 18 AV). This is an invitation to the whole Cathedral Community to embrace this vision. Together we can make Worcester Cathedral ever more visibly a place of prayer, learning, and welcome.

Public Benefit

The Cathedral is mindful of section 17 of the Charities Act 2011, where charities should have regard to the public benefit guidance published by the Charity Commission when determining the activities of the Cathedral. The Cathedral is at the service of the wider community, not only in its daily religious and charitable work, but is an active resource of national importance in the promotion of religion, music, education, history and architecture.

Financial Review

Summary of Consolidated Statement of Financial Activities

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL	TOTAL
	£	£	£	2020-21	2019-20
				£	£
INCOME					
Donations and Legacies	251,557	268,913	203	520,673	403,343
Grants	348,805	1,874,645		2,223,450	1,016,950
Charges and Fees	32,836			32,836	189,944
Trading and Fundraising	105,697			105,697	384,731
Investments	10,766	34,762	306,317	351,845	406,060
Other income	57,119			57,119	84,216
TOTAL	806,780	2,178,320	306,520	3,291,620	2,485,243
EXPENDITURE					
Ministry	208,333	95,229	29,024	332,586	606,992
Cathedral Upkeep	487,556	348,971		836,527	756,247
Education and outreach	337,559	1,421,963	4,334	1,763,856	1,346,166
Raising funds	102,544	4,295		106,839	120,362
Other expenditure	12,000	223,157		235,157	150,119
TOTAL	1,147,992	2,093,615	33,358	3,274,965	2,979,886
Net (expenditure)/income before investment gains/(losses)	(341,212)	84,705	273,162	16,655	(494,643)
Net gains/(losses) on investments		248,017	200,962	448,979	(321,485)
Net gains/(losses) on investment property		-	286,215	286,215	827,500
Net (expenditure)/income	(341,212)	332,722	760,339	751,849	11,372
Gross transfer between funds	436,064		(436,064)	-	
Net (decrease)/increase in funds	94,852	332,722	324,275	751,849	11,372
Total funds brought forward	169,889	2,188,937	10,516,856	12,875,682	12,864,310
Total funds carried forward	264,741	2,521,659	10,841,131	13,627,531	12,875,682

Summary Consolidated Balance Sheet

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL	TOTAL
	£	£	£	2020-21	2019-20
				£	£
Fixed Assets					
Investment property			6,127,800	6,127,800	5,957,800
Other investments		1,338,153	1,308,781	2,646,934	2,005,286
Non-investment property			3,450,300	3,450,300	3,415,300
Equipment and Tools	29,600	701,171		730,771	717,944
Current Assets	593,707	612,271	66,967	1,272,945	1,255,522
Liabilities	(358,566)	(129,936)	(112,717)	(601,219)	(476,170)
Net Assets	264,741	2,521,659	10,841,131	13,627,531	12,875,682

The total funds at 31 March 2021 totalled £13,627,531, compared to £12,875,682 in the previous year, an increase of £751,849 (2020: increase of £11,372). Included in this are the Endowment funds which totalled £10,841,131 (2020: £10,516,856) and restricted funds of £2,521,659 (2020: £2,188,937). The unrestricted funds in total are £264,741 (2020: £167,889).

The income for the year totalled £3,291,620 (2020: £2,485,243), a increase of £806,377 from the previous year. The expenditure, for the year totalled £3,274,965 (2020: £2,979,886), an increase of £295,079 from the previous year.

The ongoing operating costs of the Cathedral are met from the unrestricted funds. The unrestricted income for the year amounted to £806,780 (2020: £984,195) and with the transfer of funds from the endowment from the Total Return policy, totalled £1,242,844 (2020: £1,480,462). Unrestricted expenditure for the year totalled £1,147,992 (2020: £1,499,789) giving a net decrease for the year of £351,797. The main reason for this decrease in expenditure was savings from delays in new staff who were recruited being able to start in post, which also meant other planned expenditure was delayed until the key staff came into post.

General

Despite the unprecedented and extended closure of the cathedral for part of the year due to the pandemic and its limited operation for the rest of the year, it has emerged in remarkably strong financial shape. Total income rose to £3,291,620, compared with £2,485,243 in the previous year, an increase of £806,377.

Operating Income and Expenditure

While losing income from visitors and from the use of the cathedral for events and activities other than services ('commercial income'), amounting to £271,139 against budget, much of its other income was maintained. This was augmented by substantial grants of public funding, most notably the furlough scheme which enabled the cathedral to retain many of its staff (£216,253). At the same time, expenditure was managed carefully, and savings made where possible.

The following major pandemic grants were received:

- National Lottery Heritage Fund- Heritage Emergency Fund
- Arts Council Cultural Recovery Fund
- Church Commissioners- Cathedral Sustainability Fund

With this funding, the net income ('surplus') would have amounted to nearly £300,000, before any other adjustments. However, this surplus, which applied primarily to the unrestricted fund (used for managing the operations), allowed more regular expenditure on the fabric to be met from unrestricted funds to restore the fabric fund.

Balance Sheet

The balance sheet has benefited from the strong operating result which, when added to gains in financial and property investments, as well as other income, increased the cathedral's total funds from £12,875,682 to £13,627,531. The endowment fund investment gains were £487,177 and the fabric and music investment gains were £248,017.

The cathedral's liquidity has also risen in line with its generally strong financial performance. Its cash balance stood at £952,913 at the end of the year, partly reflecting the early receipt of some grant funding.

Investments

In order to support its operations the cathedral relies heavily on income from its endowment fund, which holds investments in property and financial assets. At the end of last year, the fund had a value of £7,213,039 (excluding assets in cathedral use). During the year, the returns generated by the endowment fund enabled the Chapter to contribute £436,064 towards the operating costs of the cathedral.

The cathedral operates a 'total return' policy in its management of the endowment fund, the total return comprising not only income (rent and dividends) received during the year but also the increase in the capital value of its investments. Over the six-year period since the total return policy was adopted, the fund has achieved an average annual return of 9.3%, which has enabled the Chapter, on advice from the Finance Committee, to transfer an amount equal to 7% of the endowment fund towards its operating costs in the year. It is also worth noting that the total return policy on its endowed funds has given the cathedral an unapplied total return fund of well over £1 million.

The Finance Committee (through the Investment Sub-Committee) reviews annually its assumption about the sustainable rate of return, based on advice from its financial and property investment advisers, EFG Harris Allday and Fisher German respectively. This allows the cathedral to plan and budget with confidence, irrespective of the short-term fluctuations in the financial and property markets.

In addition to its endowment fund, the cathedral holds financial investments through its restricted funds (fabric and music). These amount to £1.3m, resulting in over £2.5m of financial investments when added to the endowment fund investments. These investments are largely held in listed investment trusts which, by their nature, were less directly affected by the stock market fall and subsequent rise in 2020-21.

The cathedral's investment policy is set out in a document approved by Chapter. As well as describing its approach to investments in terms of its risk profile, it also commits the cathedral to an ethical approach in line with Church of England's guidance.

Reserves

The cathedral needs sufficient reserves to be able to withstand adverse or irregular movement in its operating income and expenditure. With an income from a diversity of sources, the risks are generally low and Chapter considers reserves of between one and two months (£194,000 - £388,000) of operating expenditure to be sufficient, particularly against a background of break-even budgeting. In this context, the unrestricted reserves, which stood at £235,717 at the end of the year, are adequate. The first quarter of operations after the year end show free reserves being significantly reduced.

Pay & Remuneration of staff

The pay and remuneration of staff at the Cathedral is reviewed annually as part of the budget setting process. A recommendation is made to Chapter about an annual increase taking account changes in the retail price index and comparable public sector pay awards. We also uplift staff who are paid the real living wage against the agreed national rates of pay. All of our staff are remunerated at the minimum of the real living wage. We participate in regular voluntary pay benchmarking exercises that are done across Cathedrals to ensure we are paying consistently against other similar job roles.

Risk Management

During the year the key work of Chapter has been in managing the risk of the pandemic and some of our business as usual has therefore taken second place. Risk was closely managed at every meeting. As we return to a more even keel Chapter have reverted to our usual method of risk management and updated our risk register to reflect the new operating environment. The Risk Register is reviewed by the Finance Committee and the Chapter on a 6-monthly basis. The Chapter considers the principal risks and uncertainties as follows:

Risk	Mitigating Actions
Impact of COVID-19 in creating uncertainty around planning and future events. Residual disruption to the operations and long term impact on staff results in higher costs and lower income	Crisis management and plans in place. Recovery Appeal being run, to generate funds to enable the uncertainties of the operation to be smoothed. Staff support plans in place
Future purpose for the Old Palace unknown and costs of maintenance and security	Business Plan and Feasibility study being progressed.
Failure to generate sufficient commercial income	Close monitoring of income from bookings, events and Enterprises.
Fire risk and ongoing maintenance to the fabric	Fire prevention measures being put in place in high risk areas eg Tower. Prioritising of essential repairs and maintenance during the year under Estates Manager's jurisdiction
Impact of implementing the new Cathedral Measure, including Charity Commission registration	Chapter to put in place a plan. Support from Church Commissioners to progress work required and central resources available

Plans for 2021-22

Chapter have set a number of priorities for the year:

- Implement the Music Review changes
- Continue to progress IT infrastructure improvements eg Wi-Fi and Finance system
- Develop a vision and sustainable plan for the future of the Old Palace
- Plan and start to put in place changes required by the Cathedrals Measure 2021
- Progress the plans to prioritize the eco agenda
- Implement the Safeguarding Audit action plan and other developments
- Prioritize financial sustainability through commercial activities and fundraising initiatives

Structure, Governance and Management

The Cathedral Church of Christ and the Blessed Mary the Virgin, of Worcester is run in accordance with the Constitution and Statutes, drawn up in line with the Cathedrals Measure 1999 and authorised on 21 June 2001. The Cathedral is the seat of the Bishop of Worcester and an ecclesiastically exempt charity. The Cathedral is incorporated in England and Wales.

The Chapter

The Chapter is the governing body of the Cathedral, providing strategic direction and oversight. Section 4(8) of the Cathedrals Measure states that the main function of the Chapter is 'to direct and oversee the administration of the affairs of the cathedral.'

The Chapter, which is the governing body of the Cathedral, consists of the Dean, the three Residentiary Canons and three Lay Canons. The Dean and Residentiary Canons are appointed by the Crown and the Lay Canons are appointed by the Bishop and the Dean acting jointly, having due regard to the advice of the Chapter. The Lay Canons appointed to the Chapter hold office for three years but are eligible for further terms of office. All new Canons, both those appointed to the Chapter and Honorary Canons, undergo a local induction programme, during which they are introduced to the operation of the Cathedral, meet members of staff and obtain an understanding of the policies and procedures of the Chapter.

The Chapter is responsible for the strategic direction of the Cathedral's mission and ministry and for providing the vision that leads all activity. It also sets policy and monitors performance, including financial performance. During the year the Chapter met on eleven occasions, in addition to one away day.

The Chief Operating Officer is the senior administrative officer and as such is responsible for the Cathedral's management and the team of 96 full and part-time staff and over 300 volunteers.

Safeguarding

The Chapter is committed to ensure that Safeguarding is progressed, both in terms of activities, but also to ensure the Cathedral has a culture that promotes safeguarding and learning. There has been a lot of work nationally to encourage safeguarding to be built into the theology and way we operate as a Christian community,

The Chief Operating Officer is the Cathedral Safeguarding Lead and the Safeguarding team was strengthened with the appointment of an HR and Safeguarding Officer in January 2021. The Cathedral works within the Church of England's national policies and procedures and closely with the Diocesan Safeguarding team. The Chapter operates a service level agreement with the Diocese that includes training support and other advice and support. The COO is a member of the Diocesan Safeguarding Advisory Panel (DSAP) on behalf of Chapter and attends the Diocesan Operational Safeguarding Group.

As part of the National programme of Cathedral Safeguarding Audits, commissioned by the National Safeguarding Team and run by the Social Care Institute of Excellence (SCIE), the Cathedral was audited in January 2021. Due to the pandemic this was the first audit, following a pause of 9 months and was carried out entirely virtually. Worcester was the first Cathedral to be audited in this way and it was a learning experience for all parties. The Safeguarding Audit report was welcomed by Chapter and the recognition of the progress being made, the close working relationship with the Diocese, the quality of the case work were all noted. An action plan has been developed and will be worked on during the coming year.

Chapter have set up a new Safeguarding Committee, that is chaired by Richard Carter and will take forward work to further develop and improve safeguarding measures, including oversight of quality assurance. In future years the annual report from this Committee will be included in the Annual Report.

The Council

The Council is responsible for furthering and supporting the work of the Cathedral. It also reviews and advises upon the direction and oversight of the work of the Chapter. Membership during the year was as follows:

Lt Col Patrick Holcroft (Chair)
The Bishop of Worcester
The Dean of Worcester
Lady McFarlane
Mr Paul West
Professor David Green
Mr Gareth Doodes

Mrs Diana Gant
Canon Anne Penn
Mr Gerald Harris
Professor John Vickerman
Lord Cobham

During the year the Council received and considered the annual budget, and the annual report and the audited accounts.

The College of Canons

This body brings opinion and questions from across Worcestershire and the Metropolitan District of Dudley. It is designed to ensure that the Cathedral hears from parishes in all parts of the Diocese. The College of Canons is chaired by the Dean and includes Residentiary Canons, Lay Canons, Honorary Canons and Monastic and Ecumenical Honorary Canons.

During the year the College of Canons worshipped and met together on one occasion jointly with the Cathedral Council. The College received and considered the annual report and audited accounts. Members were also updated on various Cathedral activities.

Ministry

The Chapter is grateful for the liturgical, preaching, and pastoral ministry of a large number of ministers, among whom are Dr Mark Dorsett (Chaplain of the King's School and Minor Canon), Professor John Vickerman (Reader with the Bishop's Permission to Officiate), the Venerable Robert Jones (Archdeacon of Worcester), Canon Stuart Currie (Bishop's Chaplain), and Dr John Fitzmaurice (Diocesan Director of Ordinands); also the Reverend Charmian Manship, Canon John Everest, Canon Brian Gant, and all who generously give their time to serve as day chaplains.

Finance Committee

The Finance Committee reports directly to the Chapter with the function of advising the Chapter in connection with its responsibilities for the management of Cathedral finances, property and investments. Members are selected for their financial or business experience.

Members:

Mr Henry Briggs (Chairman) FCA
The Dean
Canon Dr David Bryer

Mr Roger Burman
Mr Gerald Harris
Ms Fern Hordern

The Finance Committee is supported by the Chief Operating Officer and Mr Anthony Champion, from Fisher German, as the Chapter's property advisor. The Finance Committee has a sub group to advise and monitor the investments, which is chaired by Mr Burman. Ms Lindsey Ruddell from EFG Harris Allday, attended meetings of the Investment Sub Group, as the Chapter's investment advisor.

The Fabric Advisory Committee

The Fabric Advisory Committee is chaired by Jennie Page. The Committee was made up of eight members, four appointed by the Chapter and four appointed by the Cathedrals Fabric Commission for England (CFCE). The membership during the year was as follows:

Appointed by the CFCE

The Reverend Andrew Mottram
Ms Gill Collins
Mr Andrew Stonyer
Mrs Judith Leigh
Mr Chris Baines

Appointed by the Chapter:

Ms Jennie Page
Professor John Hunter
Mr Ian Stainburn
The Very Reverend Nicholas Bury
Mr Andrew McCrea

The Secretary to the Committee is Mr Rob Alexander.

The Committee considers applications referred from the Chapter and provides advice and expertise on matters relating to the buildings and furnishings. The Committee met on four occasions during the year.

Worcester Cathedral Enterprises Ltd

The principal activities of the company are the management of the Cathedral shop, the Cloister Café, catering for Cathedral functions and events and managing the facilities of the Guesten building at 15 College Green. This activity is seen by the Chapter as part of the mission of the Cathedral in reflecting its Benedictine foundation that 'all guests are to be welcomed as Christ'. The company is also tasked with raising funds to support the ministry and mission of the Cathedral, and all the operating profit is transferred to the Chapter as one of the key income streams.

The company is managed by a Board of Directors elected by the Chapter, who are the shareholders. The current chairman is Gerald Harris and the administration is provided by Val Floy, the Cathedral COO, who acts as the company secretary. The Board comprises, apart from the chairman, two members of Chapter, the Dean and Canon Georgina Byrne, and Ann Blackwell. Ann retired at the AGM after many years of highly valued service and Staffan Engstrom has been appointed as the external director at the AGM.

The company achieved annual sales of £102,759 (2020: £351,206), a decrease of 71% over the previous year, but made an operating profit of £35,049 (2020: £67,812), an decrease of 48%, with which the directors were pleased. 62% of the profit came from catering (the Cloister Café and catering functions), 31% from the cathedral shop and 7% from Guesten property services.

Trusts and Foundations

Worcester Cathedral is most grateful to the following Trusts and organisations for their generous financial contributions to our work:

Advent Charitable Trust
Albert and Elizabeth Clark Charitable Trust
Allchurches Trust
Architectural Heritage Fund
Bransford Trust
Catalyst and The National Lottery Community Fund COVID-19 Digital Response
Cathedral Music Trust
Cathedrals' Workshop Fellowship
Choir Schools' Association
Church of England Cathedrals Sustainability Fund
Cllr John Smith Divisional Fund

Cllr Peter Tomlinson Divisional Fund
 Cllr Paul Denham Divisional Fund
 Cllr Bob Banks Divisional Fund
 Co-Operative Group Limited
 Cultural Recovery Capital Works Fund
 Elgar Foundation
 Elmley Foundation
 Eveson Charitable Trust
 Friends of Worcester Cathedral
 G N C Charitable Trust
 Hamish Ogston Foundation
 Hawthorne Charitable Trust
 Ian Addison Foundation
 Kildare Trust
 LJC Fund
 Listed Places of Worship Grant Scheme
 L G Harris Charitable Trust
 McCorquodale Charitable Trust
 National Lottery Heritage Fund
 National Lottery Heritage Emergency Fund
 Arts Council Cultural Recovery Fund
 Ouseley Church Music Trust
 Provincial Grand Lodge of Worcestershire
 Quayle Charitable Trust
 Ravensword Trust
 Robin and Henrietta Woods Charitable Trust
 Rowlands Trust
 Society of the Salutation of Mary the Virgin Limited
 Worcester Cathedral Old Choristers Association Charitable Trust
 Worcestershire Community Foundation
 Worcester Lodge No 280

Friends of Worcester Cathedral

We are very grateful for the ongoing support of the Friends of Worcester Cathedral, who during the year supported financially the following activities:

Annual Grants	£
Cathedral Music Grant	15,000
Chapter 'administration' grant	2,000
Other Grants	
Fundraising Development	30,000
Chorister Support	750
Total	47,750

The Friends continue to support the cathedral with 'annual' grants, in particular in respect of the music of the cathedral. Of particular significance this year was the Friends support of fundraising development at the Cathedral. A committed grant of £50,000 has enabled us to respond positively to the unprecedented situation that we found ourselves in, allowing us to partner with a fundraising agency for guidance and support, pursue new income streams, reach out into the community in a way we have not been able to before and establish solid fundraising foundations upon which we can build for future success. We are grateful for the ongoing support of the music team in Worcester Cathedral as part of their long term commitment

