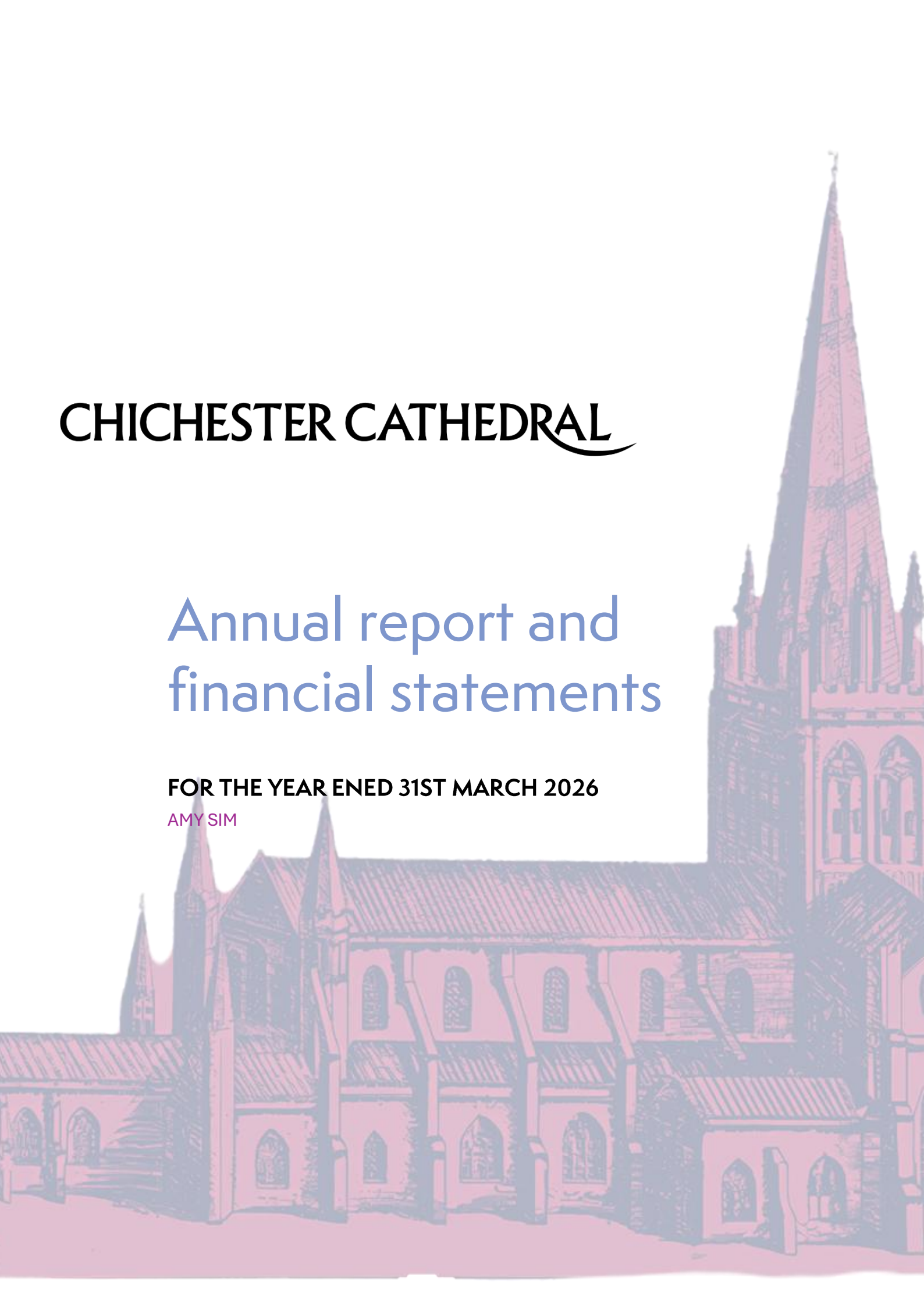


CHICHESTER CATHEDRAL



Annual report and financial statements

FOR THE YEAR ENED 31ST MARCH 2026

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The Dean and Chapter of Chichester Cathedral

Annual Report 2025/6

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1. Welcome from the Dean of Chichester

It is a pleasure to welcome you to this Annual Report, which reflects an exceptional year in the life of Chichester Cathedral. This past year has been one of celebration, reflection and renewed confidence as the Cathedral marked its 950th anniversary, giving thanks for its remarkable history while looking forward with hope and purpose.

Throughout the year, the Cathedral has remained faithful to its core vocation as a place of daily prayer and worship, while also welcoming an extraordinary breadth of people into its life. In total, over 200,000 people crossed the threshold, including worshippers, visitors, and parishes and groups from across our diocese, often coming here on pilgrimages. These figures speak not only of the Cathedral's reach, but of its continuing role as a spiritual, cultural, and civic centre for the city, the diocese and those who come from much further afield.

This anniversary year was shaped by moments of joy and significance. Special services, music, learning opportunities and public events invited people to engage with the Cathedral's long story and living witness. Alongside the Cathedral's 950th anniversary celebrations, we marked the 1700th anniversary of the Council of Nicaea, using the occasion to reflect afresh on shared faith, belief and unity within the Church through the ages and across the world. Together, these milestones offered a chance not only to look back with gratitude, but to consider what it means to be a cathedral for today and for generations to come.

The year also marked my first full year as Dean. It has been a privilege to serve during such a distinctive period in the Cathedral's life, and to work with colleagues across Chapter, our staff team, and the wider Diocese.

Careful stewardship has remained essential. In a challenging financial environment for many English cathedrals, income from diverse sources, including venue hire, events, giving and fundraising have played a vital role in sustaining the Cathedral's work, and enabling continued investment in worship, music, learning and the care of this extraordinary building. Alongside this, important progress has been made in planning for the future: considering the Cathedral's long-term fabric needs, organisational resilience and the opportunities that lie ahead.

As this Report shows, Chichester Cathedral continues to be shaped as a place of worship, welcome, and wonder: between past and present, faith and curiosity, tradition, and renewal. In this anniversary year especially, it has been heartening to see how strongly people connect with this place – not only as an architectural treasure, but as a living community of prayer, hospitality, and service.

I offer this Report as an account of a year both memorable and formative, and as a sign of the Cathedral's confidence as it moves beyond its 950th year into the next chapter of its life.

With every blessing,

The Very Revd Dr Edward Dowler, Dean of Chichester

Acknowledgements

I would like to begin by thanking the members of the Cathedral's Chapter for their wisdom, commitment, and shared sense of responsibility. Throughout the year, Chapter members have given time, careful thought and leadership to the Cathedral's life and direction, offering steady oversight during an exceptional and demanding period. I am also grateful to the members of the Cathedral's committees, whose expertise and support underpin so much of what we are able to do, often away from public view.

I am deeply thankful to all Cathedral staff and volunteers. Their dedication, professionalism and generosity of spirit shape the daily life of the Cathedral: sustaining worship, welcoming visitors, supporting music and learning, caring for the fabric, and much more. It is a privilege to work alongside such a committed community.

The Cathedral's work is also made possible by the generosity of its supporters and funders. We are grateful to the trusts, foundations and grant-making bodies who supported the Cathedral during this financial year, including:

- Benefact Trust
- Cathedral Music Trust
- Cathedral Sustainability Fund
- Epigoni Trust
- Friends of Chichester Cathedral

This year has seen significant fundraising success for music, led by the Chichester Cathedral Restoration and Development Trust (CCRDT). We are deeply grateful to the four anonymous donors who enabled us to reach our £950,000 match-funding goal, as well as to the four individuals who supported the Chorister Sponsorship scheme.

We are equally thankful for the many individuals who give so faithfully, and especially for those who have chosen to remember Chichester Cathedral through legacies. These gifts, often offered quietly and reflectively, make a profound contribution to the Cathedral's long-term sustainability and future mission.

2. About us

Nestled beneath the South Downs in the heart of the historic Roman city of Chichester, West Sussex, Chichester Cathedral has stood as a place of worship, welcome and inspiration for over nine and a half centuries.

In 1075, the decision was taken to move the seat of the Bishop from Selsey to the more populous Roman settlement of Chichester, then known as Noviomagus. This led to the construction of the Cathedral, which has since served as both a sacred place of worship and the Mother Church of the Diocese.

Over more than 950 years, the Cathedral has borne witness to many significant moments in English history, including the Dissolution of the Monasteries under King Henry VIII in the 1530s, and the Civil War siege of Chichester in 1642. It has also endured fires and the dramatic collapse of its spire in 1861, each event shaping its story and fabric.

A longstanding site of pilgrimage, the Cathedral continues to welcome visitors from near and far. In 2025, it received over 55 pilgrimages and 103 group visits. The Shrine of St Richard, 13th-century Bishop of Chichester, is regarded by some as one of the most important shrines in the country, alongside those of St Thomas à Becket in Canterbury and Our Lady of Walsingham.

As well as being a living Christian place of worship, the Cathedral hosts a thriving programme of events, including concerts, art installations, and theatre. We also proactively share the Cathedral's story through a programme of self-curated exhibitions, tours, and lectures.

Interesting facts

1. Free to enter: Chichester Cathedral remains one of a diminishing number of English cathedrals that do not charge for entry. We are committed to maintaining free access so that all may encounter our worship and life.
2. Internationally recognised contemporary artworks: The Cathedral is home to a significant collection of modern art, including works by Graham Sutherland, Marc Chagall, and John Piper.
3. A very special Bell Tower: The Cathedral's Bell Tower is a unique, Grade I listed medieval campanile, built around 1400. It is the only surviving detached medieval cathedral bell tower in England and is due imminently to undergo some maintenance as part of a broader restoration project.

Administrative details

- Address: Chichester Cathedral, Chichester, West Sussex PO19 1PX
- Website address: www.chichestercathedral.org.uk
- Registered Charity Number: 1205740

The Chapter

The Trustees, who are also members of The Chapter during the year were The Very Reverend Dr Edward Dowler, Reverend Canon Dr Earl Collins, Reverend Canon Vanessa Baron, Gabrielle Higgins (Senior Non-Executive Member), Justin Harrington, Anita Rolls, Austin Hindman (resigned), Howard Castle-Smith, John Booth and the Venerable Angela Martin.

Key management personnel

Amy Sim, Chief Operating Officer & Communar

Jeremy Cox, Head of Estates & Compliance

Jane Court, Head of Finance

Oliver Tubb, Head of Marketing & Visitor Experience

Richard Paterson, Head of Liturgy & Music

Valerie Timlin, Head of HR

Charles Harrison, Director of Music

3. Our mission, objectives & activities

Our purpose is to:

1. advance the Christian religion in accordance with the faith and practice of the Church of England, by furthering the mission of the Church of England
 - o Through liturgy and worship - grow and nurture a faithful congregation
 - o Through music, art, and engagement - invite people into the house of faith
 - o Through teaching and study - enrich the lives of those who are seeking to grow in faith and knowledge of God
2. care and conserve the fabric and structure of the Cathedral Church and to advance any other charitable purposes which are ancillary.
3. To advance any other charitable purposes which are ancillary to the advancement of the Christian religion and the care and conservation of the Cathedral Church.

Our Vision & Values

Guided by St Richard of Chichester's vision of the Christian life, we seek to know, love, and follow Jesus, and to make him known in our city and diocese, and to the many people who visit us.

- To grow in the love and knowledge of God
- To love our neighbours as ourselves
- To nurture, sustain and hand on what we have received

As an organisation, we seek to shape our vision, strategy, and day to day management through a strong commitment to teamwork, inclusivity, communication, and kindness.

We work collaboratively, valuing the contribution of everyone and recognising that the best outcomes are achieved together. We strive to be inclusive in our thinking and decision making, ensuring that different perspectives are heard and respected, and that our work reflects the communities we serve. We prioritise clear, open, and honest communication at every level, creating a culture of trust, understanding, and shared purpose. Above all, we aim to act with kindness in our leadership and in our interactions, fostering a supportive and respectful environment where people can thrive and where our collective efforts are guided by care, integrity, and a sense of responsibility for one another.

Public benefit

In pursuing our mission, we have had due regard to the Charity Commission's guidance on public benefit. Our worship, music, education, and heritage work are offered for the benefit of the wider community, welcoming people of all backgrounds and stages of faith. Through daily worship, outstanding music and the arts, learning programmes, school and community partnerships, pastoral care, and the stewardship of our historic building, we seek to serve the people of our city, county, and diocese, as well as the many visitors who come to the Cathedral.

These activities support spiritual growth, cultural enrichment, and social connection, contributing positively to individual wellbeing and community life.

4. Our year in numbers

+205,000

people **entered through the Cathedral's doors** in 2025/26, including approx. 164,000 pilgrims and visitors.



+150 pilgrimages and group visits were welcomed.

+1,250

services took place in 2025/26. This equates to 24 services each week, including eight sung by the Cathedral Choir.

+6,700

children, young people and adults **engaged throughout our creative learning programme.**

+26,000

people attended concerts and other events.



All of this work was supported by **310 active volunteers** who contributed around 414 hours each week. That equates to **21,603 volunteer hours per year.**

5. Liturgy and music

The Cathedral routinely offers 24 services per week (eight of which are sung by the Cathedral Choir). A dedicated service for children and families has shown a 37% growth in attendance compared to the previous year.

In its role as Mother Church, the Cathedral continued to support the Diocese by hosting many services on its behalf. Highlights included the annual Chrism Eucharist, the licensing and commissioning of new Lay Readers and Authorised Lay Ministers; the investiture of new members of the Order of St Richard (recognising exceptional service to parishes, the local community and the Diocese); the ordination of new deacons; two confirmation services in addition to the confirmations performed at the Easter Vigil; the inaugural presentation of the Diocesan Faith in Action awards scheme for young people; and the installation of new Archdeacons of Chichester and Hastings, together with eight new Honorary Canons, and the Bishop of Chartres and the Archbishop of Bamberg as Ecumenical Canons of Honour.

As part of its ongoing commitment to outreach in the Diocese, the Cathedral choir travelled to South Harting in March to sing Evensong. The Cathedral was also proud to host a special conference for the Ecclesiastical Law Society, with keynote speaker The Ecumenical Patriarch Bartholomew of Constantinople. A newly commissioned choral work, *Bless ye the Lord*, by the leading contemporary composer Judith Bingham received its première at a service of Evensong during the conference.

The Diocese and Cathedral's 950 anniversary celebrations were marked by a Sung Eucharist celebrated by the Bishop on Trinity Sunday (the Cathedral's feast of title), together with two feature concert performances: the first of Leonard Bernstein's *Chichester Psalms* in May (with a newly composed companion piece by Joanna Marsh), and in October a special fundraising gala concert in aid of the Chichester Cathedral Platinum Endowment Trust for Music, with Sir John Rutter conducting his own *Gloria*. The following month, the Cathedral was pleased to accept an invitation from the BBC to broadcast Choral Evensong live on Radio 3. Across the year, the Cathedral also welcomed 45 parish groups on special pilgrimages to celebrate the anniversary.

Alongside this, we served our local community through dedicated services for local organisations including The Royal Sussex Regimental Association, Chichester District Scouts, and Chichester Division Girlguiding, Chichester Pride, and Stonepillow, who support people experiencing homelessness. Special services marked Christian Aid Week, the 80 anniversaries of VE Day, Black History Month, and American Thanksgiving, as well as a celebration of the charitable work of Sussex-based Livery companies in June. At the Sung Eucharist on Racial Justice Sunday, the guest preacher was Vitalis Ngwambi, Diocesan Racial Justice Coordinator, and on Safeguarding Sunday in November we welcomed parish Safeguarding Officers from across the Diocese for a special Evensong to recognise their hard work.

The Cathedral has also welcomed more than 26,000 visitors to concert events, both operated by the Cathedral itself and through venue hire to external promoters, with over £200,000 income generated from venue hire relating to services and concerts.

Cathedral Choir, Organists & Musicians

Through our choristership programme, Chichester Cathedral continues to invest in young people, in musical excellence, and in the long-term future of cathedral music. Rooted in over 950 years of musical heritage and tradition, choristerships offer children a rare and transformative opportunity to receive a world-class musical education within one of the most enduring cultural traditions in the country.

Choristerships represent one of the most important charitable contributions made by Cathedrals across the country. Sustaining this work requires substantial and ongoing investment in specialist staff, including highly trained Masters of Choristers, lay vicars, and organists, alongside the resources needed to support an intensive rehearsal and service schedule. Without this commitment, there is a real risk that the distinctive repertoire, skills, and traditions of cathedral choral music could be lost.

The Cathedral is determined to see a wide range of backgrounds represented in the choir and supports bursaries of up to 25% of fees to cover boarding costs, as well as offering support to families in seeking further means-tested funding from other grant-making bodies and funding programmes.

A significant milestone in this commitment to access and inclusion was reached in 2022 with the admission of the first girls as choristers. This historic development represents a key step in broadening the participation and securing the future of the choral tradition.

Our choral programme also contributes to social inclusion, community cohesion, and wellbeing, offering opportunities for participation, connection, and shared experience across diverse backgrounds. Through sung Evensong, offered on most days of the week, the Cathedral provides a regular, open invitation to all, with no barriers to entry and space for anyone to experience this tradition within a historic and welcoming setting.

Cathedral choirs also fulfil social and civic roles. Chichester Cathedral is recognised as one of the county's major cultural institutions and community anchors, serving as a centre for musical performance, education, outreach, and public life. This civic function is expressed through a wide range of services and events throughout the year, including acts of remembrance and thanksgiving for the NHS, Fire and Emergency Services, and Armed Forces, services for local schools and universities, and the annual Legal Service bringing together members of the judiciary and legal profession. On these occasions, the Cathedral choir plays a central and unifying role, shaping the tone and significance of each service through music of exceptional quality.

As part of this wider network of music and education, the Cathedral supports pathways into music education and cultural careers, contributing to a centuries-old tradition that remains a living, accessible, and evolving part of contemporary society. This includes the development of future professional musicians through the Cathedral's Organ Scholarship, which provides student organists with the opportunity to gain practical experience in liturgy, performance, and choral direction at the highest level.

In sustaining this tradition, the Cathedral's music programme delivers clear public benefit. It brings worshipping communities together, supports education and wellbeing, enriches civic life, and

contributes to the cultural identity of the nation. Most importantly, it ensures that cathedral music remains a living tradition, not only preserved but continually renewed through each new generation of singers, musicians, and listeners.

Case study: Jasper, aged 13, Chorister

What's been a highlight for you this year - maybe a service, concert, or special event - and what made it so memorable?

A highlight of this year was the carol services. The experience was particularly enjoyable due to the solo I performed in the opening piece, Once in Royal David's City. It was a truly memorable moment. The Cathedral was packed with an enthusiastic audience and the support from Mr Harrison; my family and the choristers was phenomenal.

How do you think your singing has changed or improved since you've been at Chichester?

Before my arrival in Chichester, my voice was weak and I would never have been able to achieve this level of joy with my singing. Without the Cathedral Choir I would not be where I am and I cannot imagine myself choosing any other path. It has set me on paths that I wouldn't be able to master without the help of the choir and Mr Harrison.

What's it like working with the team, Organist and Master of the Choristers? Is there something they've helped you get better at?

The Choir is a supportive group, and the boys and girls are exceptionally kind and helpful as they develop their singing and musical skills. Mr Harrison is also a valuable asset to the choir. He is humorous, intelligent and always maintains a surprising sense of humour. His contributions are incredibly valuable, as he assists with vocal difficulties, choristers and occasional service disruptions.

Can you remember a moment when singing at the Cathedral really lifted your mood or helped you feel more confident?

The Choir has always lifted my mood especially when completing a solo or taking part in a special event. This always lifts me up even in the cloudiest of moods.

What do you enjoy most about being part of the Choir here?

The rewards include the kindness you receive, the pleasure you derive and a few compliments. Additionally, it provides invaluable skills that will be useful throughout your life.

Has being a chorister helped you in ways beyond singing - like confidence, teamwork, or trying new things?

It's helped me in many ways like: Confidence, Leadership, Communication, Collaboration

Do you think being a chorister will stay with you in the future? How might it help you later on?

It will absolutely stay with me in the future. I might use it professionally and get a job in the music industry. And even if not that I will always have it in the background.

6. Arts, heritage, and events

Chichester Cathedral continues to balance its role as a place of worship, heritage, and visitor destination within a challenging tourism landscape. In 2025/26, total footfall reached 205,728, with a net visitor number of approximately 164,000. This represents a modest decrease from the previous year, reflecting both wider sector pressures and a strategic shift in programming. At the heart of our approach remains a clear ethos: to be a place of welcome, encounter, and inspiration, ensuring that every visitor is treated as a pilgrim – on their own journey.

That commitment defined Chichester950, our landmark 950th anniversary programme. Running from February to November 2025, the celebrations brought together worship, heritage, creativity, and community participation on an unprecedented scale. More than 200,000 people engaged with the programme during this period, taking part in a rich programme of exhibitions, concerts, pilgrimages, and events that reinforced our position as a cultural and spiritual beacon for our Diocese and beyond.

At its core, Chichester950 was a moment of reflection and renewal. Running alongside a diocesan-wide programme across East and West Sussex, we deepened our role as the Mother Church, welcoming over 50 pilgrimages and marking significant global Christian milestones, including the 1700 anniversary of the Council of Nicaea. Alongside this, community initiatives invited participation across all ages, and TrinityFest, a community fete on the Cathedral Green, saw residents and tourists alike take part in free, accessible activities to mark the Feast of the Holy Trinity.

A major achievement of the year was improving access to the Cathedral's story. New interpretation, developed in-house and led by the Dean and Visitor Experience team, enabled visitors to engage more easily with nearly 1,000 years of history, faith and architecture. This has been complemented by our evolving exhibition programme. Religion, Rebellion & Reformation, our first annual self-curated exhibition, traced the story of Christianity in Sussex from 1075 to the present day and proved highly popular with visitors. It has now been succeeded by Glowing & Alive, a deep dive into the vivid tapestry behind the Cathedral's High Altar by celebrated artist and printmaker John Piper (1903–1992), unveiled 60 years ago. These exhibitions, complemented by seasonal artist showcases, create a recurring visitor offer designed to animate the Cathedral's spaces and collections in fresh and engaging ways.

The anniversary year concluded with the Chichester950 Light Experience, produced by Luxmuralis, which attracted over 14,000 visitors and generated significant income in support of the Cathedral's ongoing mission.

This success has been recognised at a regional and national level. We were proud to receive Bronze in the Large Visitor Attraction of the Year category at the Tourism South East awards, and to be named Marketing Campaign of the Year at the 2026 Association for Cultural Enterprises Awards. Visitor satisfaction has also remained strong during this year, with an average NPS score of +67¹.

Looking ahead, 2026 will mark the beginning of a new visitor experience trial, supported by the Cathedral Sustainability Fund. Over a two-year period, this initiative will focus on increasing earned income while enhancing the quality of welcome and engagement. Investment in people will be central to this approach, including the recruitment of additional Visitor Assistants, a Retail Merchandiser and Buyer, and the continued work of our Content Coordinator (appointed in autumn 2025), alongside targeted external consultancy and support.

Together, these developments signal a confident next chapter: building on the momentum of Chichester950, strengthening our financial resilience, and ensuring that the Cathedral remains a place where faith, heritage and community continue to flourish for generations to come.

¹ (footnote: Net Promoter Score (NPS) is an index ranging from -100 to 100 that measures how willing audiences are to recommend an organisation to others. It acts as a proxy for gauging overall satisfaction and loyalty.).

7. Teaching and study

Chichester Cathedral's education and formation work, delivered through the Creative Learning programme and the Adult Faith Formation Programme, made a significant contribution to the Cathedral's charitable purposes by advancing Christian worship, education and engagement through learning, creativity and spiritual development.

The Creative Learning programme and Adult Faith Formation Programme operate as distinct strands of the Cathedral's mission, each serving different audiences while contributing to shared charitable aims of worship, learning and public engagement.

The Creative Learning programme reached upwards of 6,700 children, young people and adults through school partnerships, creative projects and seasonal activities.

Sing950 brought together 320 children, 40 staff and 182 family members from 12 schools across the Diocese. After in-school workshops, pupils performed in a massed choir at the Cathedral celebrating nine centuries of church music, with many visiting for the first time. The project developed musical skills, confidence and teamwork, strengthened school relationships, and enabled engagement with worship in a sacred setting.

Write950, delivered in partnership with Children's Bookfest and Waterstones, received 195 entries across three age groups, encouraging children and young people to explore the Cathedral's history and identity through creative writing, culminating in a celebration event for winners. Fish950 involved 951 Year 6 students from 33 schools, each producing a fish-shaped artwork inspired by St Wilfrid, forming a large-scale installation in the Cathedral Nave linked to the annual Diocesan leavers' services.

School engagement remained central, with 2,535 students and 300 staff participating in curriculum-linked visits, tours and services. Updated resources and teacher packs increased engagement, while pupil voice activity ensured that children's feedback continues to shape future provision.

Seasonal programmes further widened access, with Christmas and Advent engaging 1,650 people. The Starlight Trail, delivered with The Novium Museum, Pallant House Gallery and Chichester Library, engaged over 100 children in festive creative activities. The Wilfrid the Seal trail, linked to the Religion, Rebellion and Reformation exhibition, reached 1,800 children, supporting exploration of Cathedral stories spanning more than nine centuries of local and regional history.

Creative Learning is also developing new school trails, a GCSE study day, expanded music-making outreach, further extending engagement with schools and young people across the region.

Adult Faith Formation supported ongoing spiritual and theological development for adults and clergy. Since October 2025, regular activities have included Advent and Lent courses attended by around 30 people, Cathedral residential retreats with 5–10 participants, and Baptism and Confirmation preparation for 8 candidates.

Weekly Bible study sessions engaged 30–35 participants, while an annual lecture for Canons and external attendees welcomed around 50 people. A Prayer Book Society retreat day involved

approximately 40 participants, alongside Cathedral Library workshops (20–25 participants) and open days with variable attendance.

Developing its primary purpose as a centre for Christian education, George Bell House is increasingly being used as a diocesan resource for learning, formation and spiritual growth. Under the leadership of the new Chancellor, its use is expanding significantly, with a growing programme of retreats, clergy study days, prayer groups and other learning events. Alongside this, Adult Faith Formation is supporting clergy study days, contributing to diocesan adult education, and establishing initiatives such as the annual academic lecture and the Chancellor's Lectures, together strengthening opportunities for theological learning and spiritual development across the Diocese.

There is strong collaboration between the Canon Chancellor and the Creative Learning Officer, particularly in shared areas such as school engagement and Sixth Form conferences. While each programme remains distinct in purpose and delivery, they work in a complementary and supportive way within the Cathedral's wider mission, enabling joined-up learning and engagement across different ages and stages of faith development.

Together, this work demonstrates clear public benefit by enabling accessible engagement with Christian faith, worship and heritage, supporting learning across all ages, and offering opportunities for spiritual growth, reflection and participation in the life of the Cathedral.

Case study: Children's Bookfest, Cathedral partner

Children's BookFest (CBF) is a Chichester-based charity that buys brand-new books and places them directly into the hands of children to spark a lifelong love of reading. Through its BookFest programmes, as well as work with Chichester Foodbank, the charity is reaching children and families across the district - helping to ensure access to books, and to the authors and illustrators behind them, for children who might otherwise never have a book to call their own.

CBF is formally a Cathedral partner, working closely with our team to deliver their important work in the city. Below, CBF's Georgina Lippiett offers us an insight into their work and their partnership with the Cathedral.

Firstly, can you introduce us to why the work of CBF is so important?

Research from the National Literacy Trust shows that only 1 in 3 children and young people aged 8 to 18 enjoy reading in their spare time, which is down 36% from 2005. On top of that, around 1 in 10 UK children still don't own a book of their own, and the gap between disadvantaged children and their peers is now the widest in a decade.

Looking back at your time working with us, is there a particular moment, story, or interaction that stands out as capturing the impact of our partnership?

We were delighted to collaborate on Write950, the Cathedral's creative writing competition for children, in 2025 and proud to see two of our most long-standing and supportive authors, Ali Sparkes

and Simon Philip, take the role of judges. Seeing so many children from schools involved with our charity was a privilege, and there was a wonderful sense of collaboration.

What impact has the support from Chichester Cathedral (such as venue use or event space) had on your organisation?

CBF organised events for both children and adults in the Cathedral in 2025, some with a focus on fundraising and others with the emphasis on community engagement, all of which demonstrated the extraordinary appetite within our community to support children's literacy.

There have been some wonderful moments where children have connected with their favourite author, having the time and space to share drawings, ask questions and exchange ideas. Michael Morpurgo attracted people of all ages, some who were buying their first copy of one of his books, others who came clutching a childhood gift of a copy of *Why the Whales Came* from the 1980s complete with an inscription from a much-beloved grandparent.

Kate Mosse's event was a particular success with the secondary school children of Chichester, and the connections forged that night helped enormously when it came to discussing our new initiative for 2026, BookFest YA - a new programme offering a series of free, high-quality literary and creative events for secondary schools in Chichester.

Our events in the Cathedral attracted around 700 visitors, and helped us raise in the region of £8,000, enabling us to buy books for approximately 1600 children in and around Chichester.

8. Conservation and fabric

This year estate management has been defined by a programme of conservation, sustainability improvement, and public access across the Cathedral and its wider heritage estate. Through planned investment, careful prioritisation, and responsive maintenance, we have protected the Cathedral and Close historic fabric, improved safety, and access, and progressed toward a more energy efficient future while continuing to support worship, education, events, and visitors.

A highlight of the year was the 950 anniversary celebrations and the unveiling of a plaque in memory of Leonard Bernstein, marking 60 years since his celebrated Chichester Psalms. Nearby is the Bugthedral, an imaginative and practical initiative that supports biodiversity and demonstrates our commitment to environmental stewardship. Created by local schoolchildren and our own team, it was complemented by the planting of 950 crocus bulbs, creating a lasting seasonal symbol of the anniversary that will return each spring and enrich the Close for residents, worshippers, and visitors alike.

We made tangible progress on decarbonisation and energy resilience. An air source heat pump was installed as part of the refurbishment of one of the Cathedral's existing residential properties, improving comfort while reducing reliance on traditional gas central heating.

Electricity is now purchased through a contract supplied 100% from renewable sources, strengthening responsible procurement and reducing operational carbon impact. In parallel, we repaired the Cathedral's older heating system to maintain reliability in the short term, while preparing for a more efficient long-term solution.

As custodians of a valuable asset for the city and for future generations, we continued the conservation and renovation of the Cathedral estate, focusing on the fundamentals of good heritage stewardship. We kept the building envelope dry, secure, and increasingly energy efficient. Renovation works were completed to two heritage-listed buildings in the Cathedral Close, and planned fabric works progressed, including renewal of roofing around the Choir School and above parts of the South Aisle and Chapels to reduce the risk of water ingress into the music store. A structured programme of quinquennial reviews across the estate has provided an evidence-led view of condition and priority needs, strengthening our ability to plan conservation and renovation proactively.

We improved lighting, safety, and the visitor experience. The south side of the Cathedral was relit using efficient LED technology, enhancing visibility and the Cathedral's setting while reducing energy demand and maintenance requirements. In the Bell Tower, a range of fire and security measures were installed to support the Bell Ringers and enable public tours, which have proved popular and broadened understanding of this remarkable part of Cathedral life. Enabling works also progressed to install access in the roofs to support future public access to the Spire Lantern.

Essential maintenance, which is often less visible but vital, continued across the site. Tile repairs to the West Cloister to maintain public safety, handrail renovation to the Song School, masonry and electrical works, and the provision of emergency heating and additional power to support concerts and events. Throughout the year, compliance activity remained central, ensuring the safety of the

public, staff, volunteers, and contractors, and providing robust assurance as the Cathedral continues to welcome all.

Case study: Bell Tower & Ringers

Bell ringing is a celebrated craft here at Chichester. In 2025 the Estates team undertook essential maintenance works within the Cathedral's historic Bell Tower: emergency lighting upgrades in the Bell Ringing Chamber and the Belfry; electrical switchgear was enclosed and any items that could fuel a fire were removed from the entrance chamber; an enhanced fire alarm system and work with the Fire Brigade enabled the delivery of new, public tours. Additional pathways were also added to the Belfry so our band of Ringers could access the bells easier.

These combined works enable our Ringers to continue with their regular ringing and weekly practices. In recent months, several new ringers have completed key stages of ringing training, mastering skills such as rope handling, control, timing, and ringing independently within a group. New learners, Kirstie Hewett and Amber Evans, share their experience of discovering bellringing and what the practice has come to mean for them.

What made you start bell ringing?

(A1): Essentially, because my mum and stepdad used to live just outside the city walls and it was their favourite thing on a Wednesday evening - to listen to the practice. My mum was quite musical and then they both have their ashes interred in the Cathedral. So, I think every Wednesday and every Sunday, I play for them.

(A2): I assumed that you had to be part of the church to do it, and then I found out you didn't have to be! So, I saw how to contact the bell ringers, and they were immediately like, "yep, come along, give it a go." It was literally just because I enjoyed listening to them [the bells] that I wanted to come and try it.

When you hear the bells, how does it feel knowing that you contribute to something that's integral to the city?

(A1): It's one of the most exciting things. Right now, my son is playing hockey at the High School, and he will be able to hear them. On New Year's Eve, my older son was at the Market Cross with all of the other teenagers, and he heard me ringing. This really brings it home.

(A2): For me, I really love the fact that it's so historic. In the chamber, there's all the old photographs and you can recognise the stairs in the corner, the door in the background. It's the same steps that we walk up for bell ringing even today. It's the same bells. You can see when they were installed!

What's it like ringing as part of a band? How has working with everybody influenced your practice?

(A1): It's a cliché, but you know how people say it takes a village to raise a child? Well, it takes a band to raise a ringer. Everybody here, they give their time, they're so experienced. Everybody has given

me a piece of advice and encouragement, some recognition, and praise. They're really patient, lovely, and they're so excited when they get someone who wants to learn.

(A2): There's definitely a bond, because you have to watch who you're following! Also, when you're not ringing, you're chatting, catching up with everyone and obviously you see each other once or twice a week, so it does become really, really nice to see everybody.

What part of the learning process took you by surprise?

(A1): Well, one of our ringers, Mike, told me in my very first week that ringing a bell is like having a wild animal on the end of a rope - and it is! The rope just keeps coming at you. If you don't pull it right, it will go out of control. So that was unexpected to me, but it made me laugh.

(A2): How hard it was! I don't think I expected it to be particularly challenging. I kind of just waltzed in here thinking "yeah, I'll ring the bells", not realising that it is quite a hard thing to do. So, I enjoy the fact it is more challenging than I originally thought.

What would you say to someone who wants to start ringing a bell?

(A1): Absolutely do it. Try it. Based on my experience here, people are really happy to give you a shot and help you discover if it's the right thing for you. They will invest all of their time and energy into you. Our Bell Tower Open Days are good practice - you get to ring, have a go of the training bell and more.

(A2): I'd say go for it. Definitely get in touch. Come and have a go - you're not committing to anything. See how you feel about it and just come and meet the group. After that, we'll never let you go. You'll be a ringer from that moment on!

9. Volunteering

During 2025–2026, our volunteer community continued to flourish. An average of 310 active volunteers contributed around 414 hours each week, playing an essential role in the daily life, welcome, and mission of the Cathedral. Volunteering is also profoundly beneficial for those involved: it creates a strong sense of belonging and community, supports positive mental health and wellbeing, and offers meaningful opportunities to learn and develop valuable skills in welcoming, guiding and retail.

Research highlights that volunteers not only contribute to this vital work but experience improved wellbeing through doing so, alongside the social connections and sense of purpose it brings.

Our volunteers are also central to sustaining the Cathedral as a living heritage building, helping to preserve it, share its story, and ensure it continues to serve the wider community as a place of encounter, worship, and care. This is a truly collective effort across the whole life of the Cathedral from servers and welcomers to flower arrangers and bell ringers, and from the retail team to our guides and librarians each contributing in different but equally important ways to sustaining it as a living church.

Volunteer recruitment remained a priority. Building on the success of the January 2025 recruitment event, a second event was held in October with a focus on Cathedral and Spire Tour Guides, encouraging signups for the 2026 training course. Existing Guides shared their experiences, explained the skills involved, and offered attendees a mini tour to showcase the role firsthand.

We greatly value the time, commitment, and travel costs that our volunteers so generously give. To thank them, we hosted well attended gatherings at Easter, during the summer, and at Christmas, offering informal opportunities for volunteers and Cathedral staff to connect. Our annual Evensong of Thanksgiving took place in September, followed by a reception in the Cloisters Kitchen and Garden, attended by around one hundred volunteers.

Volunteer voices continued to shape our work. The Volunteer Forum met every four months during 2025, featuring training on raising Low Level Concerns, Mental Health, and the Lost Person Policy. In October, the Forum reviewed its structure and agreed to move to twice-yearly meetings from 2026. Feedback from retiring representatives was incredibly positive, with an average rating of 4.6 out of 5 for communication and development, highlighting strong confidence while identifying some scope to ensure all volunteers feel equally heard. A wider volunteer survey in September received 109 responses (35% of the volunteer base), showing high overall satisfaction, with scores ranging from 4.25 to 4.59 out of 5.

Training remained central to our commitment to excellence and inclusion. In March, 106 members of the Welcome Team—including Welcomers, Guides, Stewards, and Retail Assistants—completed Diversity and Inclusion training developed with a local Culture and Change Consultant. Cathedral staff undertook the same training in April.

Our Digital Inclusion project, HomeTech, continued to thrive in its fifth year, playing a key role in ensuring that our community and congregations are supported in navigating an increasingly digital

world. As access to information, worship, events, ticketing, and communications such as newsletters continues to move online, HomeTech helps ensure that no one is left behind, enabling people to remain connected to the life of the Cathedral.

Between April 2025 and March 2026, an average of thirty-five people received one to one support per session, with around twenty more attending the popular Midday Q&A. Through this provision, participants gain confidence in using digital tools, helping them to access services, book events, stay informed, and engage more fully in worship and community life. Topics included fraud awareness, digital voice changes, and the end of Windows 10 support, reflecting both practical need and emerging digital challenges.

HomeTech also contributes to wider wellbeing by reducing isolation, building confidence, and creating opportunities for social connection, ensuring that digital change becomes an inclusive and enabling experience rather than a barrier. We are grateful to West Sussex Libraries for their valued partnership, which helps HomeTech provide free, friendly tech support to those who need it most.

Case study: Sue Hyland, Volunteer

Sue Hyland has been connected to Chichester Cathedral for over fifty years. From her marriage in 1972, her voluntary leadership of the beloved annual Epiphany Service. Involved in many aspects of the Cathedral's life, we asked Sue what she most valued about her life here, and her voluntary experience.

Could you tell us a little about yourself – when and how you first became involved as a volunteer at Chichester Cathedral, and what initially drew you to it?

Married in the Cathedral in 1972, where John, my husband, worshipped and was a steward, we moved to Barnham where I became the regular organist in our local parish, St George's, Eastergate. I did help with concerts and large services in the Cathedral, as John became Head Steward until his death in 1997. I moved to Bosham in 2000, but it was not until post-COVID that I ceased playing, and then Simon James very kindly invited me to join the stewards on a regular basis.

You volunteer across several areas of Cathedral life, including Stewarding, organising the annual Epiphany Procession, serving as an Eco Volunteer, and helping at lunchtime concerts. How has volunteering at Chichester Cathedral supported or enabled you to develop your skills, interests, confidence, wellbeing, and sense of belonging?

Since I became a steward, I have become a committed member of the congregation, and it gives me immense pleasure and satisfaction to serve in other roles: on the rota for intercessions, chalice, in addition to volunteering.

I first experienced the Epiphany Service with my very small son in 1974. Together with John, we organised the annual procession and, after his death, I took on that role because it holds a very special place in my heart.

How important is the sense of community among volunteers at the Cathedral to you, and in what ways has being part of that community shaped your experience?

I have never forgotten how warmly welcomed I was when I first became a steward. I greatly value the friendships I have gained through being involved regularly, with the team, with members of the congregation, staff, and clergy.

The ministry of welcome is a most important part of our volunteering role and regularly mentioned by visitors how much they appreciate it.

The Cathedral invests in its volunteers through opportunities to learn, connect and feel supported - from social gatherings to training and awareness sessions. What have you found most valuable, and why?

I have really valued the training I have received as a volunteer, especially the new Church of England safeguarding course for children and vulnerable adults, and the de-escalation course. Volunteers are well supported by Carolyn, and the regular social get-togethers are a great way to connect with other volunteers.

How have you benefited from the Cathedral's digital inclusion project, HomeTech, in your volunteering or everyday life?

It has been a lifesaver for me. For someone who struggles with technology, the one-to-one sessions have been excellent: my questions and concerns have been answered, and the information talks on scams and other issues are very informative.

In what ways has volunteering at Chichester Cathedral had a positive impact on your life beyond the Cathedral itself?

Entering into and enjoying all that the Cathedral has to offer has enriched my life: the music, the art, the talks, the fellowship, the events, and the services. I feel privileged to have access to such opportunities.

What would you say to someone who's considering volunteering with the Cathedral but is unsure whether it's for them?

Why not come and experience the wide variety of roles which the Cathedral has to offer?

10. Our commitment to safeguarding

Chichester Cathedral is committed to fostering a strong and embedded safeguarding culture in which safeguarding is understood to be everyone's responsibility.

Overall responsibility for safeguarding at the Cathedral sits with the Dean and Chapter. Scrutiny and oversight of safeguarding measures are provided by the Cathedral Safeguarding Advisory Panel (CSAP), formerly the Safeguarding Management Committee. CSAP comprises of Cathedral staff, clergy, the Director of Safeguarding for the Diocese, the Cathedral Safeguarding Officer and independent members. The inclusion of independent members is a key strength of the Cathedral's safeguarding governance, enabling external safeguarding professionals to contribute specialist expertise while providing challenge, accountability, and independent scrutiny of safeguarding practice.

Additionally, the Safeguarding Operations Subgroup meets monthly and exists to ensure that the delivery of safeguarding action plans align with the five National Safeguarding Standards. Set up in response to the INEQE audit, it allows for the timely actioning of recommendations and ensuring best safeguarding practice across Cathedral life. Its membership is made up of clergy, the Cathedral Safeguarding Officer, and staff representatives across different departments, reinforcing the principle that safeguarding is everyone's responsibility.

Safeguarding and our team

Chichester Cathedral now has a dedicated Cathedral Safeguarding Officer (CSO) on site two days a week, supported by a fully resourced Diocesan Safeguarding Team through a service level agreement. On the days when the CSO is not based at the Cathedral, they are embedded within the Diocesan Safeguarding Team, providing additional resilience and ensuring that time-sensitive matters can be responded to promptly and that safeguarding advice remains readily accessible.

In addition, a Cathedral Safeguarding Team, comprised of appropriately trained staff and clergy, is available to respond to safeguarding concerns requiring immediate attention in the absence of the CSO. This arrangement ensures that there is appropriate safeguarding cover and support in place seven days a week.

Safeguarding and related topics are incorporated into staff training throughout the year, supporting confidence in recognising, responding to, and reporting safeguarding concerns, and promoting a healthy safeguarding environment.

Safeguarding specific questions included in the 2025 annual staff survey indicated a strong confidence in both safeguarding processes and organisational culture. The majority of respondents reported that safeguarding is viewed as a shared responsibility across all levels of the organisation. Work is ongoing to ensure that this positive safeguarding culture is equally embedded among our volunteers and congregations.

11. Our plans in 2026/27

Introducing a new Vision

During 2025–2026 we began developing a new Vision, guided by St Richard of Chichester’s vision of the Christian life, to sustain us beyond our 950th anniversary. We published the Vision in April 2026, and it guides our journey to know, love and follow Jesus, and to make him known in our city and Diocese, and to the many people who visit us.

Works to the Cathedral estate

We are embarking on an investment plan for the Cathedral and the buildings in the Close. This ambitious plan will enhance access to the Cathedral and renovate the historic Close, which contains many heritage buildings. We are investing in detailed building reviews with conservation architects, engineers, and specialist advisers, and we have developed a five-year plan. We have identified investment, and further fundraising will help us conserve the Cathedral estate for future generations, increase access, and take a fabric-first approach to sustainability.

We also intend to submit a funding application to the National Lottery Heritage Fund to remove the netting around the Cathedral’s Bell Tower and carry out minor maintenance. A team of experts will examine the Tower in detail to develop a conservation plan, in consultation with institutions and experts across the country. We will carry out a small area of conservation work to test a method that could be used for a full conservation project. We will then install new netting and begin work towards funding a complete conservation project and widening public access to the Bell Tower.

Investing in our welcome

Following funding from the Cathedral Sustainability Fund, we are launching a new project to transform the visitor experience and increase earned income. Our ambition is to put the Cathedral on a path to greater financial stability, so we can continue to serve the community and fulfil our mission. Over a two-year period, our planned actions include recruiting more Visitor Assistants to welcome people to the Cathedral, appointing a Retail Buyer to support the administration of our Shop, and securing additional marketing support to raise awareness of our work.

12. Principal risks and uncertainties

Financial sustainability (income volatility / reliance on donations)

The Cathedral operates in a challenging financial environment, with income dependent on a combination of voluntary giving, visitor-related income, and commercial activity. There is a risk of income volatility due to economic conditions or changes in visitor behaviour. This is mitigated through diversified income streams, careful financial planning, regular monitoring by the Finance Committee, and the development of longer-term financial strategies to improve resilience.

Major fabric risk (Cathedral estate condition)

As a historic building and estate of national significance, the Cathedral faces ongoing risks associated with the condition of its fabric, including structural deterioration, water ingress, and the cost of major repairs. These risks are managed through a planned programme of inspections, including quinquennial reviews, prioritised maintenance, and oversight from the Fabric Advisory Committee, supported by specialist professional advice.

Safeguarding (people risk)

As a place of worship, community and public access, there is an inherent risk of safeguarding incidents involving children, young people, and vulnerable adults. The Cathedral mitigates this risk through a strong safeguarding framework, including clear policies, regular training, independent oversight via the Cathedral Safeguarding Advisory Panel, and close working with the Diocesan Safeguarding Team.

Compliance and regulatory environment

The Cathedral welcomes large numbers of visitors, volunteers, and staff, and therefore faces risks associated with health and safety, fire, security, and evolving regulatory requirements. These risks are managed through robust policies, regular compliance checks, staff and volunteer training, and oversight from the Audit & Risk Committee.

Commercial performance (CCEL)

Income generated through the Cathedral's trading subsidiary is an important contributor to financial sustainability, but is subject to market conditions in retail, hospitality, and tourism. This risk is managed through active oversight by the CCEL Board, performance monitoring against key indicators, and regular review of commercial strategy.

Reserves Policy

The Chapter recognises the importance of maintaining an appropriate level of reserves in order to ensure the Cathedral's ongoing financial stability and its ability to meet its charitable objectives. The reserves policy is reviewed regularly to reflect the risks facing the Cathedral, including economic conditions, income volatility, and the need to sustain essential services.

Reserves comprise a number of fund types, including restricted funds, endowment funds, and designated funds which are held for specific purposes. The key measure for financial resilience is the level of free unrestricted reserves, defined as consolidated unrestricted funds less unrestricted fixed assets, representing liquid resources available to meet short-term needs.

The Chapter has adopted a risk-based approach to determining the appropriate level of reserves. This considers the Cathedral's exposure to income fluctuations, the need to fund core activities such as worship, music and estates, working capital requirements, and specific liabilities, including pension obligations. Consideration is also given to external factors such as inflation and the timing of cash flows.

Based on this assessment, The Chapter has agreed that free reserves should be maintained within a target range of £1.2 million to £1.6 million. This range is considered sufficient to provide a buffer against unforeseen reductions in income or unplanned expenditure, while ensuring that funds are used actively in support of the Cathedral's mission.

The Chapter monitors the level of reserves on a regular basis and will take appropriate action where reserves fall outside the target range. This may include measures to strengthen income streams, manage expenditure, or review financial plans to ensure the long-term sustainability of the Cathedral's activities.

Free reserves at 31 March 2026 were £1,623,468 which is within the target range.

13. Our people, governance, and management

As a staff community, TICK - the combined values of Teamwork, Inclusion, Communication and Kindness - guides how we collaborate, creating an inclusive and accessible environment, communicating openly and respectfully, and looking after one another day to day.

As of 31 March 2026, the Cathedral, including its Enterprise staff, has 43 employees who undertake a variety of roles for the Cathedral and across our estate on a part-time, full-time, and casual basis. Our full-time equivalent is 30.56 employees.

With new roles being appointed or established within our existing team including our dedicated Cathedral Safeguarding Officer, Estates Manager, Head of Liturgy and Music and we are looking forward to welcoming a new Maintenance Operative, starting in April 2026 to support the estates team to invest in our built heritage.

During the past year we focused on diversity, equality, and inclusion. We ran training sessions for our employees on embracing differences and fostering an inclusive environment, as well as dementia awareness. Our employees also attended sessions on preventing sexual harassment and workplace bullying and harassment. Mental health has also been a focus, and we supported Mental Health Awareness Week and World Mental Health Day with a number of activities, including an act of shared worship for employees.

In the autumn of 2025, we carried out our now routine Employee Survey. 48.8% of employees responded. Our Net Promoter Score [NPS] improved in each area including the key question: "I would recommend Chichester Cathedral as a place to work to a friend or family member" where it increased from moderate to excellent.

Governance, appointments, and delegation

Chapter is the governing body of Chichester Cathedral, and its members serve as trustees under charity law. Chapter is responsible for the overall strategic direction, governance, and stewardship of the Cathedral's resources, ensuring that its activities are aligned with its charitable purposes and that it operates in accordance with the Cathedrals Measure 2021, charity law, and other relevant regulation.

Members of Chapter are appointed in accordance with the Cathedrals Measure 2021 and associated regulations. This includes a combination of ex officio members, residentiary canons and non-executive members appointed through a formal process designed to ensure an appropriate balance of skills, independence, and experience. Induction is provided to new members to support their understanding of the Cathedral's governance framework, responsibilities as charity trustees, and key areas of risk and activity.

Chapter meets regularly throughout the year and is supported by a number of committees, including the Finance Committee, Audit and Risk Committee, Fabric Advisory Committee, and safeguarding structures. These committees provide detailed oversight and scrutiny in their respective areas and operate under delegated authority from Chapter, reporting regularly on their work and recommendations.

Day-to-day management of the Cathedral is delegated by Chapter to the Dean and senior leadership team, who are responsible for the delivery of strategy, operational management, and the oversight of staff and volunteers. Clear lines of accountability are in place, with regular reporting to Chapter and its committees to ensure effective oversight of performance, risk management, and compliance.

The Cathedral's commercial activities are undertaken through its wholly owned trading subsidiary, Chichester Cathedral Enterprises Limited (CCEL), which operates under its own Board of Directors. Appropriate arrangements are in place to ensure alignment with the Cathedral's charitable objectives and to manage any potential conflicts of interest.

Through these arrangements, Chapter seeks to ensure effective governance, robust decision-making, and appropriate delegation, enabling the Cathedral to fulfil its mission while maintaining strong oversight of risk, finance, and operational performance.

Statement of Trustees Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and regulations.

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed;
- prepare the financial statements on the going concern basis.

Our committees

The Chapter

The Chapter is the governing body of Chichester Cathedral, with collective responsibility for strategic oversight of the Cathedral's worship and charitable mission, its buildings and fabric, its staff and clergy, and its financial health and legal compliance. Chaired by the Dean, Chapter sets strategic direction, takes key decisions, and ensures that the Cathedral is well led, properly governed, safe, and sustainable in line with church and charity law.

Over the past year, the Chapter has concentrated on strengthening governance, safeguarding the Cathedral's future, and supporting its worship and mission. Significant work has been undertaken to stabilise finances, including improved financial reporting, scrutiny of budgets and assumptions, increased income through visitor giving, events and venue hire, and strong support for major fundraising initiatives, particularly for music. Progress has also been made in stewarding the Cathedral's fabric and estate, with an emerging estates strategy agreed, essential repairs prioritised,

plans advanced for the Bell Tower project, and long-standing issues such as heating and compliance addressed. Sustained attention has been given to safeguarding and health and safety, embedding a stronger and robust culture of care and responding constructively to external reviews.

Drawing on wide expertise and experience, The Chapter remains unfailingly committed to providing supportive and steady leadership as the Cathedral looks ahead with hope, resilience, and ambition for the years to come.

Audit and Risk

The Audit & Risk Committee is an independent body that supports the Chapter in ensuring the Cathedral is well managed, safe, and financially responsible. Its members bring expertise relevant to the risks facing the Cathedral and includes the Dean, Communar, other senior staff and independent nonexecutive members. The Committee meets twice a year.

In 2025, the Committee made notable progress in strengthening safety, accountability, and ensuring robust governance. While its work is largely behind the scenes, its impact is evident across Cathedral life—from safeguarding and staff wellbeing to building care and data security. A more systematic approach to risk identification was introduced, including monthly departmental “deep dive” reviews informing the Strategic Risk Register, which the Committee oversees and updates throughout the year. Emerging issues, such as concerns relating to the Cathedral fabric and wider estates, infrastructure pressures, and legislative changes including Martyn’s Law, were promptly escalated and addressed.

Through this work, the Committee helps ensure the Cathedral remains safe, well governed, and resilient, protecting its mission, heritage, and people. This vital work will continue into 2026.

Fabric Advisory Committee

The work of the Fabric Advisory Committee (FAC) supports the Cathedral’s charitable mission to be a place of worship, welcome, and living heritage for generations to come.

The committee comprises ten independent expert advisers and is accountable to the Cathedrals Fabric Commission for England (CFCE). It considers applications from the Chapter relating to changes to the Cathedral’s fabric, and advises on care, conservation, repair, and development. The Committee meets twice a year. The Dean, Surveyor of the Fabric, Consultant Archaeologist, Communar, and Head of Estates and Compliance also attend meetings.

Throughout 2025, the FAC played a vital role in protecting, conserving, and enhancing the historic fabric of Chichester Cathedral, ensuring it remains safe, welcoming, and inspiring. Key areas of work included advising on heating systems to improve comfort for worshippers and visitors; overseeing essential cloister paving repairs to maintain safety and access; sharing expertise on major roof repairs; overseeing the Cathedral’s inventory and archives to safeguard its collections; and supporting fundraising initiatives for the Bell Tower. When the remains of a pre-term infant (likely

Saxon) were discovered in the Cathedral ahead of planned building work, the committee ensured due process was followed including a special burial service.

The Committee is an integral and much valued part of the care of the Cathedral. We are extremely grateful for the commitment and expertise its members bring, and for the strong foundations laid in 2025 for future projects.

Finance Committee

The Finance Committee meets formally four times a year and continues to review the Cathedral's management accounts and financial performance on a regular basis throughout the year. It plays a key role in advising Chapter on investment decisions, setting the annual budget, overseeing the financial performance, and establishing and monitoring robust accounting and internal controls.

During 2025, the Committee continued to support a period of financial stabilisation, and forward planning in the Cathedral's finances. Working closely with clergy, senior staff and the Finance Team, the Committee helped deliver continued improvements in governance, realistic and sustainable budgeting, greater financial accuracy, and clearer, more timely reporting. There was strong progress in income growth, significant deficit reduction, and the development of a credible long-term plan for both the Cathedral's estate and its operations.

With this continued support and oversight, the Cathedral moves into future years with strengthened financial resilience, more confident forecasting, and a clearer, shared understanding of its strategic priorities.

Safeguarding Management Committee

This key committee comprises the Dean, Residentiary Canons, the Communar, Cathedral Safeguarding Adviser and other senior staff. The Director of Safeguarding for the Diocese is also a committee member alongside independent members with professional safeguarding expertise drawn from the local community. Meeting four times a year, this Committee supports Chapter in setting the Cathedral's strategic direction for safeguarding and monitors the delivery and impact of the Cathedral's safeguarding policies and practice.

During 2025, the Safeguarding Management Committee made considerable progress in further strengthening the Cathedral's safeguarding culture for children, young people, adults, volunteers, staff, and visitors. Its work is informed by national Church guidance, independent audit recommendations, and close partnership with the Diocese. The Committee provides robust oversight through regular monitoring of actions arising from the recent INEQE independent safeguarding audit and reviews the Cathedral's responses to safeguarding concerns. Its remit also includes oversight of cyber security, data protection, and counterterrorism measures.

The Committee also recommended to Chapter the appointment of a new Cathedral Safeguarding Officer, whose increased on-site presence has further strengthened practice and visibility. Safeguarding is viewed as everyone's responsibility and the work of the Committee, in tandem with

staff and clergy, reinforces the Cathedral's unrelenting commitment to a culture of safety, support and sanctuary for all.

14. Fundraising

The Cathedral undertakes fundraising activities in support of its charitable purposes, working closely with the Chichester Cathedral Restoration and Development Trust (CCRDT) as its principal fundraising partner, which acts as a professional fundraiser on its behalf. The Cathedral is committed to high standards in fundraising and follows the principles set out in the Fundraising Code of Practice, ensuring that all activity is conducted ethically, transparently and with respect for donors and supporters. The Cathedral does not tolerate undue pressure or intrusive practices and seeks to maintain positive, respectful relationships with all who support its work. Oversight of fundraising activity is exercised by Chapter and relevant committees, and any concerns or complaints are taken seriously and addressed in line with established procedures.

The Cathedral's work continues to be strengthened by the support of the Chichester Cathedral Restoration and Development Trust (CCRDT), whose fundraising activity plays a vital role in sustaining both the fabric and life of the Cathedral.

A particular highlight has been the success of the Cathedral's 950th anniversary Match Funding Appeal in support of the Chichester Cathedral Platinum Endowment Trust for Music (CCPETM). The appeal inspired an exceptional response, with more than 2,000 supporters contributing over £1 million. This unlocked the full £950,000 of pledged match funding from four anonymous donors, marking a significant milestone towards the £5 million endowment target.

This has been complemented by further investment in music. The Trust secured a £17,000 grant from the Cathedral Music Trust to support a two-year Vocal Health programme for choristers and lay vicars, alongside a £5,000 contribution from the Epigoni Trust towards CCPETM. In addition, the Friends have committed to an annual revenue grant of £50,000 for five years, and the Trust is stewarding four new chorister sponsorships of £54,705 each, all running to 2029/30. Together, these initiatives significantly strengthen both revenue and long-term funding for music.

Beyond music, CCRDT has supported the Cathedral's wider mission and fabric. Grants have included £15,803 from the Benefact Trust towards cloister paving works, alongside support for a successful application to the Cathedral Sustainability Fund. CCRDT has also stewarded £488,000 in legacy income for Chapter, reflecting the enduring generosity of those who support the Cathedral's future.

Fundraising activity was further strengthened by two noteworthy events: the Sir John Rutter (a CCPETM Vice-Patron) concert and supper in October, which raised £50,000, and the Festival of Flowers Sponsors' Dinner, launching public awareness and fundraising for the biennial Festival of Flowers in June 2026. This was complemented by a programme of Trust-hosted services and events, including Evensongs for Livery companies, benefactors and American Patrons, and invited guests at the Christmas Carol Service.

CCRDT has also made direct grants to Chapter. In 2025/26, it paid £56,298.05 for work on the Song School roof; £617.23 for accessibility improvements; £5,724 for health and safety work in the Bell Tower; £848 for roof-space health and safety works to enable spire tours; and £70,350.02 towards the Cathedral's heating system.

Through the support of grants, donors, and legacy gifts, CCRDT is helping to ensure that the Cathedral's worship, music, heritage, and public benefit continue to flourish for generations to come.

15. Chichester Cathedral Enterprises Ltd.

The Cathedral's commercial activities are undertaken through its wholly owned trading subsidiary, Chichester Cathedral Enterprises Limited (CCEL). The subsidiary operates under the oversight of a dedicated Board of Directors, whose members bring relevant expertise in retail, accommodation, catering, and charitable income generation. The Board ensures that commercial activities are managed in a professional and appropriately risk-managed manner, consistent with the Cathedral's charitable objectives.

CCEL's primary purpose is to generate income which can be transferred to the Cathedral, thereby providing a vital source of unrestricted funds. These funds support the full breadth of the Cathedral's mission and ministry, including worship, music, education, conservation of the historic fabric, and community engagement, where income streams are otherwise restricted or insufficient to meet costs.

The subsidiary's income is derived from a diversified portfolio of trading activities. The principal income streams are:

- Retail operations (11%), providing a contribution through sales linked to visitor engagement
- Guest House and retreat accommodation (48%), offering residential stays aligned with the Cathedral's wider spiritual and hospitality provision
- Holiday rental properties (25%), generating income from the Cathedral's property assets
- Venue hire (5%), including events and commercial use of Cathedral spaces where appropriate
- Catering services (11%), delivered through a partnership arrangement with an external provider, generating commission income

This blended commercial model enables CCEL to maximise sustainable income generation while supporting the Cathedral's values and visitor experience. Surpluses generated are transferred to the Cathedral to fund core activities that would not otherwise be covered by restricted income or designated funds.

The Directors regularly review performance against key indicators and market conditions to ensure that activities remain financially viable and aligned with the Cathedral's strategic priorities. Through this approach, CCEL makes a significant and ongoing contribution to the Cathedral's financial sustainability and its ability to deliver public benefit.