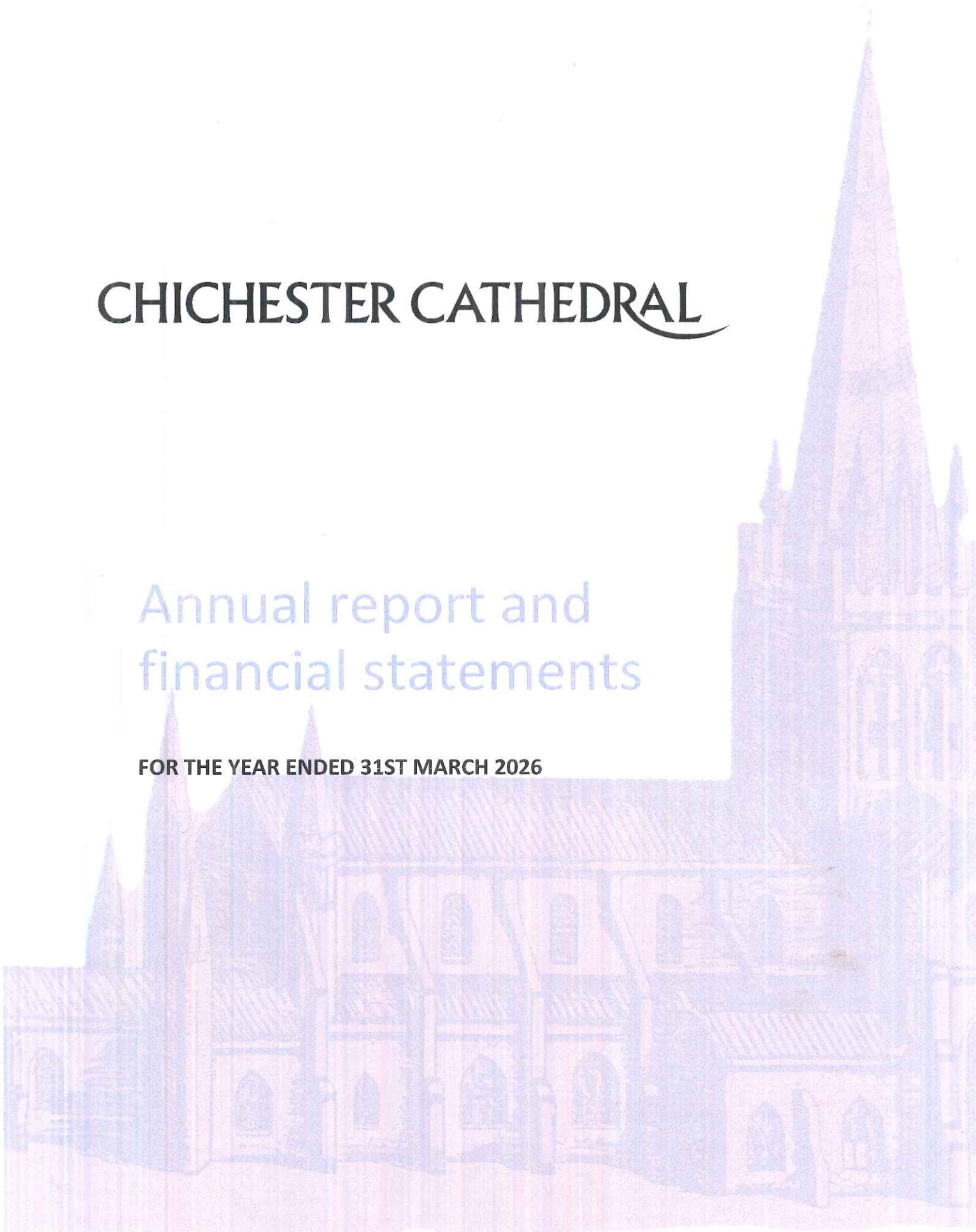


CHICHESTER CATHEDRAL

Annual report and financial statements

FOR THE YEAR ENDED 31ST MARCH 2026



Annual Report 2025/6

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Trustees' Annual Report for the Year Ended 31 March 2026

The Chapter of The Cathedral Church of the Holy Trinity, Chichester (Chichester Cathedral) presents its report and the Cathedral's audited financial statement for the year ended 31 March 2026.

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.

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

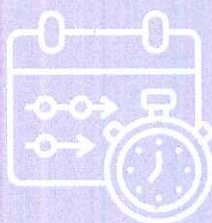
services took place in 2025/26. This equates to 24 services each week, including eight sung by the Cathedral Choir.

+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 80th 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.

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.

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.).

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 Bug-thedral, 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 £1,208,103 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 for work on the Song School roof; £617 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 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.

16. Financial Summary

The financial environment in which the Cathedral operates remains challenging but it is encouraging to note that the overall financial position as at 31 March 2026 is an improvement over the previous year and reflects the implementation of the strategic plan.

Total incoming resources were £3,233,223 (2025 £2,818,132). The increase in income has largely been driven by the improvement in the Cathedral's trading activities which has increased by £282,549 over the year.

The increase in trading income is offset by a decrease in investment income as a result of the continued challenges within the commercial property market which has resulted in a drop in rental income of £97,886.

Total expenditure amounted to £3,299,241 (2025 £3,570,699). This reduction is due to the implementation of certain cost saving measures which has had a positive effect on the operating position of the Cathedral.

The operating deficit for the year is £66,018 (2025 deficit £752,387).

As noted above trading subsidiary continues to perform well and the profit for the year amounting to £241,875 (2025 £159,445) will be transferred to the Cathedral under the deed of covenant agreement.

During the financial year the residential and commercial property portfolios were revalued by the Cathedral property agents. This revaluation resulted in an increase in the overall property values of £430,000. This unrealised gain was reduced by a realised loss on the sale of a commercial property.

The listed investment portfolio returned an unrealised loss again this year and the value of the portfolio decreased by £222,912 compared with the value at the previous year end.

Overall there was a deficit for the year of £111,109 (2025 £884,079). This has resulted in the overall funds held by the Cathedral reducing to £35,787,966 from £35,899,075 at the previous year end.

Chapter and in particular the Finance Committees continue to monitor closely the financial performance of the Cathedral and measure this against the five-year financial recovery and sustainability strategy implemented in 2025. The central aim of this strategy being to put the Cathedral on a stable financial foundation and to reduce the operating deficits and rebuild unrestricted reserves.

Approved 23rd September 2026 by  The Very Reverend Dr Edward Dowler

REPORT OF THE INDEPENDENT AUDITORS TO THE CHAPTER OF THE CATHEDRAL CHURCH OF THE HOLY TRINITY CHICHESTER

We have audited the financial statements of the Chapter of the Cathedral Church of the Holy Trinity Chichester ("the Chapter") for the year ended 31 March 2026 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Chapter only balance sheets, the Consolidated Cashflow statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the Cathedral Chapter, as a body, in accordance with the regulations made under Section 27 of the Cathedrals Measure 2021. Our audit work has been undertaken so that we might state to the Chapter those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Cathedral Chapter as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements;

- give a true and fair view of the state of the group's and of the Chapter's affairs as at 31 March 2026, of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Accounting and Reporting Regulations for English Anglican Cathedrals, as specified by the Church Commissioners under section 27 of the Cathedral Measures 2021.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the members of Chapter for the financial statements

The members of the Chapter are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of Chapter are responsible for assessing the group's and the Cathedral's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they intend to liquidate the group or the Cathedral or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISA's (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the sector
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;
- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charity's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusion relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The members of Chapter are responsible for the other information. The other information comprises the information included in the Annual Report of the Chapter. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matter on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which we report to you if, in our opinion:

- sufficient accounting records have not been kept by the Cathedral; or
- the Cathedral's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Use of our report

This report is made solely Chapter, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to Chapter those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Lewis Brownlee (Chichester) Ltd

LEWIS BROWNLEE (CHICHESTER) LIMITED
CHARTERED ACCOUNTANTS
REGISTERED AUDITORS
APPLEDRAM BARNES
BIRDHAM ROAD
CHICHESTER
WEST SUSSEX
PO20 7EQ

Dated *30 September 2026*

CHICHESTER CATHEDRAL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26
	Notes	£	£	£	£	£
INCOME AND ENDOWMENTS FROM:						
(i) Donations and legacies		515,123	2,554	101,312	-	618,989
(ii) Grants receivable		261,099	-	369,939	-	631,038
(iii) Fees arising in the course of charitable activities		228,387	-	-	-	228,387
(iv) Trading activities		924,823	-	-	-	924,823
(v) Investments		800,795	492	3,899	23,300	828,486
(vi) Other income		1,500	-	-	-	1,500
Total Income	1	2,731,727	3,046	475,150	23,300	3,233,223
EXPENDITURE ON:						
(i) Raising Funds		931,382	-	-	-	931,382
Charitable activities:						
(ii) Ministry, including worship and music		639,744	-	356,286	-	996,030
(iii) Cathedral and precincts upkeep		614,069	22,946	188,597	-	825,612
(iv) Visitors, Education and external hire		21,655	30	-	-	21,685
(v) Other expenditure		522,912	321	1,082	217	524,532
Total Expenditure	2	2,729,762	23,297	545,965	217	3,299,241
NET (OUTGOING)/INCOMING RESOURCES		1,965	(20,251)	(70,815)	23,083	(66,018)
Gross transfers between funds	17-20	19,234	74,657	(70,693)	(23,198)	-
Net income/(expenditure) before gains & losses		21,199	54,406	(141,508)	(115)	(66,018)
Net gains/(losses) on property investments		(96,412)	-	-	274,233	177,821
Net gains/(losses) on investments		(153,276)	-	(9,696)	(59,940)	(222,912)
Net movement in funds		(228,489)	54,406	(151,204)	214,178	(111,109)
Reconciliation on funds:						
Total funds brought forward		10,678,957	1,439,347	3,088,503	20,692,268	35,899,075
Total funds carried forward		10,450,468	1,493,753	2,937,299	20,906,446	35,787,966

CHICHESTER CATHEDRAL
CONSOLIDATED BALANCE SHEET
FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26
		£	£	£	£	£
Notes						
Fixed Assets						
Investment assets						
Property	3	7,292,000	-	2,500,000	10,619,500	20,411,500
Investments	4	1,909,118	-	91,436	735,790	2,736,344
		9,201,118	-	2,591,436	11,355,290	23,147,844
Non investment assets						
Property	5	1,535,000	-	-	9,470,000	11,005,000
Equipment and plant	6	-	-	-	-	-
		1,535,000	-	-	9,470,000	11,005,000
Total fixed assets		10,736,118	-	2,591,436	20,825,290	34,152,844
Current assets						
Stocks	7	39,847	-	-	-	39,847
Debtors	8	283,142	-	13,092	-	296,234
Cash at bank and in hand		(71,394)	1,493,753	332,771	81,156	1,836,286
		251,595	1,493,753	345,863	81,156	2,172,367
Liabilities due within one year						
Loans and bank overdraft	10	(15,936)	-	-	-	(15,936)
Creditors	9	(330,650)	-	-	-	(330,650)
		(346,586)	-	-	-	(346,586)
Net current assets		(94,991)	1,493,753	345,863	81,156	1,825,781
Total assets less current liabilities		10,641,127	1,493,753	2,937,299	20,906,446	35,978,625
Liabilities due after one year						
Loans and bank overdraft	10	(190,659)	-	-	-	(190,659)
		(190,659)	-	-	-	(190,659)
Net assets		10,450,468	1,493,753	2,937,299	20,906,446	35,787,966
Funds						
Unrestricted	17	10,450,468	-	-	-	10,450,468
Designated	18	-	1,493,753	-	-	1,493,753
Restricted	19	-	-	2,937,299	-	2,937,299
Endowment	20	-	-	-	20,906,446	20,906,446
Total Funds		10,450,468	1,493,753	2,937,299	20,906,446	35,787,966

The financial statements were approved by the Chapter on 23rd September 2026 by


 The Very Reverend Dr Edward Dowler - Dean


 Reverend Vanessa Baron - Treasurer

CHICHESTER CATHEDRAL
CHAPTER ONLY BALANCE SHEET
FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26
		£	£	£	£	£
Notes						
Fixed Assets						
Investment assets						
Property	3	7,292,000	-	2,500,000	10,619,500	20,411,500
Investments	4	1,909,120	-	91,436	735,790	2,736,346
		9,201,120	-	2,591,436	11,355,290	23,147,846
Non investment assets						
Property	5	1,535,000	-	-	9,470,000	11,005,000
		1,535,000	-	-	9,470,000	11,005,000
Total fixed assets		10,736,120	-	2,591,436	20,825,290	34,152,846
Current assets						
Debtors	8	489,141	-	13,092	-	502,233
Cash at bank and in hand		(408,720)	1,493,753	332,771	81,156	1,498,960
		80,421	1,493,753	345,863	81,156	2,001,193
Liabilities due within one year						
Loans and bank overdraft	10	(15,936)	-	-	-	(15,936)
Creditors	9	(252,350)	-	-	-	(252,350)
		(268,286)	-	-	-	(268,286)
Net current assets		(187,865)	1,493,753	345,863	81,156	1,732,907
Total assets less current liabilities		10,548,255	1,493,753	2,937,299	20,906,446	35,885,753
Liabilities due after one year						
Loans and bank overdraft	10	(190,659)	-	-	-	(190,659)
		(190,659)	-	-	-	(190,659)
Net assets		10,357,596	1,493,753	2,937,299	20,906,446	35,695,094
Funds						
Unrestricted	17	10,357,596	-	-	-	10,357,596
Designated	18	-	1,493,753	-	-	1,493,753
Restricted	19	-	-	2,937,299	-	2,937,299
Endowment	20	-	-	-	20,906,446	20,906,446
		10,357,596	1,493,753	2,937,299	20,906,446	35,695,094

The financial statements were approved by the Chapter on 23rd September 2026 by



..... The Very Reverend Dr Edward Dowler - Dean



..... Reverend Vanessa Baron - Treasurer

CHICHESTER CATHEDRAL
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2026

	Note	Year to 31-Mar-26 £	Year to 31-Mar-25 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	1	(817,217)	(1,568,055)
Cash flows from investing activities:			
Sale of investment properties		719,821	-
Sale of fixed asset investments		-	84,647
Rentals received		723,716	821,602
Dividends received		86,273	85,445
Interest received		18,497	32,572
Net cash provided by / (used in) investing activities		1,548,307	1,024,266
Cash flows from financing activities:			
Loan repayments in year		(14,717)	(13,009)
Net cash provided by / (used in) financing activities		(14,717)	(13,009)
Change in cash and cash equivalents in the reporting period		716,373	(556,798)
Cash and cash equivalents at the beginning of the reporting period		1,119,913	1,676,711
Cash and cash equivalents at the end of the reporting period	2	1,836,286	1,119,913

CHICHESTER CATHEDRAL
NOTES TO CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2026

1. Reconciliation of Net Incoming / (Outgoing) Resources to Net Cash Inflow from Operating Activities

	31-Mar-26	31-Mar-25
	£	£
Net income / (expenditure) for the reporting period	(66,018)	(752,387)
Adjustments for:		
Depreciation charges	-	5,397
Rentals received	(723,716)	(821,602)
Dividends received	(86,273)	(85,445)
Interest received	(18,497)	(32,572)
(Increase)/decrease in stocks	(10,215)	2,068
(Increase) / decrease in debtors	34,781	187,729
Increase / (decrease) in creditors	52,721	(71,243)
Net cash outflow from operating activities	(817,217)	(1,568,055)

Analysis of cash and cash equivalents

	31-Mar-26	31-Mar-25
	£	£
Cash at bank and in hand	1,836,286	1,119,913
Total cash and cash equivalents	1,836,286	1,119,913

CHICHESTER CATHEDRAL

ANNUAL REPORT AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2026

ACCOUNTING POLICIES

BASIS OF PREPARATION

The Cathedral constitutes a public benefit entity as defined by FRS 102. The accounts have been prepared in accordance with the Accounting and Reporting Regulations for English Anglican Cathedrals issued in December 2021 by the Cathedral Administration and Finance Association and the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the Cathedral. Monetary amounts in these financial statements are rounded to the nearest pound.

GOING CONCERN

Chapter consider that there is a reasonable expectation that the Cathedral has and will continue to have adequate resources to operate for the foreseeable future.

The financial position of the Cathedral is under constant review by both the operational teams and Chapter supported by the preparation of budgets which are reviewed and amended as required during the financial year. Chapter considers it is appropriate that the financial statements have been prepared on a going concern basis.

BASIS OF CONSOLIDATION

The consolidated financial statements comprise those of the Chapter and of its wholly owned subsidiary company Chichester Cathedral Enterprises Limited.

INCOME

All incoming resources are included in the Statement of Financial Activities (SOFA) when the Cathedral is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

For donations, legacies and grants to be recognised the Cathedral will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the income and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Cathedral and it is probable that they will be fulfilled.

Investment income is recognised on a receivable basis.

RESOURCES EXPENDED

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

THE CATHEDRAL, ITS ANCILLARY BUILDINGS AND THE INVENTORY

In accordance with the Guidelines on English Anglican Cathedral Accounts, no value is attributed in the balance sheet to the Cathedral and its ancillary buildings as it is an inalienable and historic building for which no reliable cost information or conventional valuation basis is available.

No value is attributed to items included in the Cathedral inventory which comprises items of architectural, archaeological, artistic or historic interest.

FINANCIAL INSTRUMENTS

The Cathedral only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost. The Cathedral has no advanced financial instruments.

CHICHESTER CATHEDRAL

ANNUAL REPORT AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2026

ACCOUNTING POLICIES (Continued)

EQUIPMENT AND PLANT

Chapter:-

In accordance with the Accounting and Reporting Regulation for English Anglican Cathedrals plant, machinery, office equipment, furniture and fittings and computer equipment are written off on acquisition.

Chichester Cathedral Enterprises Limited:-

Assets with an initial cost price which exceeds £500 are capitalised and depreciation is provided to write down the cost of all tangible fixed assets by equal annual instalments over their expected useful economic lives. The rates generally applicable are:-

Furniture and equipment	10% and 20% on cost
Fittings in premises	10% on cost
Computer equipment	25% on cost

INVESTMENT PROPERTY

Investment properties are initially measured at cost and subsequently are included at fair value of the freehold and lease investments.

The non-investment properties are included at a nominal value.

LISTED INVESTMENTS

Investments are included in the financial statements as follows:

- (a) Investments are shown at their fair value on 31st March 2025.
- (b) Realised gains and losses are calculated as the difference between their market value on the date of disposal and their market value on the previous balance sheet date.

STOCKS

Shop stocks are stated at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

VALUE ADDED TAX

A group registration for the Chapter and Chichester Cathedral Enterprises Ltd is in operation. Irrecoverable VAT is included in the cost of the items reported in the financial statements.

CONTRIBUTIONS TO PENSION SCHEMES

The pension costs charged to the accounts represent the amount of the contributions paid to both the Defined Benefit and Pension Builders Schemes in respect of the accounting period.

FUNDS

The financial statements include the following funds:-

- (a) Endowment funds – those where there is no power to spend the capital
- (b) Restricted funds – those where there are specific conditions attached to the expenditure of either capital or income or both
- (c) Designated funds – where Chapter has committed to allocate specific funds for the benefit of a discrete project.
- (c) Unrestricted funds – those where both capital and income may be spent at the discretion of the Chapter.

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

1 INCOME AND ENDOWMENTS FROM:

	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26	Total Funds 31-Mar-25
	£	£	£	£	£	£
(i) Donations and legacies						
Congregational collections and giving	174,947	-	-	-	174,947	161,106
Donations	298,165	-	4,115	-	302,280	287,811
Tax recoverable under Gift Aid on voluntary donations	13,806	-	276	-	14,082	11,953
Other	28,205	-	-	-	28,205	57,147
Legacies	-	2,554	96,921	-	99,475	117,744
	<u>515,123</u>	<u>2,554</u>	<u>101,312</u>	<u>-</u>	<u>618,989</u>	<u>635,761</u>
(ii) Grants in support of mission						
Church Commissioners	99,799	-	100,985	-	200,784	171,134
Chichester Cathedral Restoration & Development Trust	8,725	-	158,990	-	167,715	107,866
Chichester Cathedral Friends	-	-	29,504	-	29,504	20,000
Musician support	120,000	-	-	-	120,000	-
Other revenue and capital grants	32,575	-	80,460	-	113,035	146,183
	<u>261,099</u>	<u>-</u>	<u>369,939</u>	<u>-</u>	<u>631,038</u>	<u>445,183</u>
(iii) Charges and fees arising in the course of mission						
Facility and other fees	<u>228,387</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>228,387</u>	<u>153,848</u>
(iv) Trading and fundraising activities						
Fundraising activities	224,201	-	-	-	224,201	-
Gross income of shop, holiday lets and hotel	700,622	-	-	-	700,622	642,274
	<u>924,823</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>924,823</u>	<u>642,274</u>
(v) Investments						
Income from investment property	723,716	-	-	-	723,716	821,602
Income from other investments	59,322	-	3,753	23,198	86,273	85,445
Interest receivable on short term deposits	17,757	492	146	102	18,497	32,572
	<u>800,795</u>	<u>492</u>	<u>3,899</u>	<u>23,300</u>	<u>828,486</u>	<u>939,619</u>
(vi) Other income						
Insurance recoveries	<u>1,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,500</u>	<u>1,627</u>
	<u>2,731,727</u>	<u>3,046</u>	<u>475,150</u>	<u>23,300</u>	<u>3,233,223</u>	<u>2,818,312</u>

The Church Commissioners grant consists of £100,985 (2025: £101,514) for stipends of the Dean and two canons and £99,799 (2025: £40,313) as a contribution to administration costs.

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

2 EXPENDITURE ON:

	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26	Total Funds 31-Mar-25
	£	£	£	£	£	£
(i) Raising funds						
Costs of facilities for visitors	388,136	-	-	-	388,136	403,648
Gross costs of shop, hospitality, accomodation & venues	336,339	-	-	-	336,339	222,805
Investment property costs	206,907	-	-	-	206,907	119,915
	931,382	-	-	-	931,382	746,368
(ii) Ministry, including worship and music						
Clergy stipends and verger costs	281,768	-	100,985	-	382,753	414,890
Clergy operating costs	22,111	-	-	-	22,111	60,116
Clergy housing costs	27,848	-	-	-	27,848	26,282
Clergy support costs	814	-	-	-	814	707
Services, music and congregational costs	307,203	-	255,301	-	562,504	548,446
	639,744	-	356,286	-	996,030	1,050,441
(iii) Cathedral and precincts upkeep						
Major repairs and restoration	78,362	22,946	188,597	-	289,905	382,612
Maintenance and interior upkeep	498,684	-	-	-	498,684	499,095
Precincts, security and gardens upkeep	37,023	-	-	-	37,023	25,828
	614,069	22,946	188,597	-	825,612	907,535
(iv) Visitors, education and external hire						
Educational activities	21,023	-	-	-	21,023	38,641
Archives and library	382	-	-	-	382	826
Charitable and other giving	250	30	-	-	280	280
	21,655	30	-	-	21,685	39,747
(v) Other expenditure						
Interest and similar charges payable	14,048	-	-	-	14,048	18,928
Support costs						
Administration and finance	442,315	321	-	217	442,853	664,179
Marketing and communication	34,148	-	-	-	34,148	48,511
Information technology	32,401	-	1,082	-	33,483	94,990
	522,912	321	1,082	217	524,532	826,608
	2,729,762	23,297	545,965	217	3,299,241	3,570,699

Total support costs amounted to £1,662,136 and have been allocated to the various cost centres on a line by line basis via cost centre allocation as follows.

Support Costs	Cost of raising funds £	Charitable activities £	31-Mar-26 £
Salaries, finance, IT and HR costs	324,260	1,005,880	1,330,140
Other premises costs	146,202	138,182	284,384
Staff training costs	395	25,073	25,468
Goverance costs	250	21,894	22,144
	471,107	1,191,029	1,662,136

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

3 Investment property

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Consolidated and Chapter Freehold				
At valuation 1 April 2025	7,854,733	2,500,000	10,500,267	20,855,000
Transfers	-	-	-	-
Reclassification	(750,000)	-	-	(750,000)
Revaluation	120,767	-	119,233	240,000
At valuation 31 March 2026	7,225,500	2,500,000	10,619,500	20,345,000
Long leasehold				
At valuation 1 April 2025	1,038,500	-	-	1,038,500
Additions	-	-	-	-
Disposals	(970,000)	-	-	(970,000)
Revaluation	(2,000)	-	-	(2,000)
At valuation 31 March 2026	66,500	-	-	66,500
At 31 March 2026	7,292,000	2,500,000	10,619,500	20,411,500
At 31st March 2025	8,893,233	2,500,000	10,500,267	21,893,500

The investment properties were revalued on 31 March 2026 by Flude Commercial Chartered Surveyors and Henry Adams. The basis of the valuation was market value and on the basis of willing buyer and willing seller having regard to any special circumstances.

As part of the revaluation process, Chapter reviewed the allocation of properties and reclassified them in accordance with their use.

There are no investment properties held in designated funds.

4 Listed investments

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Consolidated					
Investments at market value 1 April 2025	2,034,802	-	128,724	795,730	2,959,256
Net (decrease)/increase on revaluation	(153,276)	-	(9,696)	(59,940)	(222,912)
Reclassification	27,592	-	(27,592)	-	-
Investments at market value 31 March 2026	1,909,118	-	91,436	735,790	2,736,344
Total					
At 31st March 2026	1,909,118	-	91,436	735,790	2,736,344
At 31st March 2025	2,034,802	-	128,724	795,730	2,959,256
Chapter					
Investments at market value 1 April 2025	2,034,802	-	128,724	795,730	2,959,256
Net (decrease)/increase on revaluation	(153,276)	-	(9,696)	(59,940)	(222,912)
Reclassification	27,592	-	(27,592)	-	-
Investments at market value 31 March 2026	1,909,118	-	91,436	735,790	2,736,344
Investment in subsidiary					
At 1 April 2025 and 31 March 2026	2	-	-	-	2
Total					
At 31st March 2026	1,909,120	-	91,436	735,790	2,736,346
At 31st March 2025	2,034,804	-	128,724	795,730	2,959,258

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

5 Non Investment Property

Consolidated and Chapter	Unrestricted Funds	Endowment Funds	Total Funds
	£	£	£
At 1 April 2025	750,000	9,315,000	10,065,000
Reclassification	750,000	-	750,000
Revaluation	35,000	155,000	190,000
At 31 March 2026	1,535,000	9,470,000	11,005,000

All non investment properties are freehold.

There are no non investment properties held in designated or restricted funds.

6 Equipment and plant

Consolidated	Unrestricted Funds	Total Funds 31-Mar-26	Total Funds 31-Mar-25
	£	£	£
Cost 1st April 2025	46,149	46,149	46,149
Disposals	(765)	(765)	-
Cost 31st March 2026	45,384	45,384	46,149
Depreciation 1st April 2025	46,149	46,149	40,752
Depreciation for year	-	-	5,397
Depreciation on disposals	(765)	(765)	-
Depreciation at 31st March 2026	45,384	45,384	46,149
Net book value at 31st March 2026	-	-	-

All equipment and plant is held in the trading subsidiary, Chichester Cathedral Enterprises Ltd.

7 Stocks

Consolidated	Unrestricted Funds	Total Funds 31-Mar-26	Total Funds 31-Mar-25
	£	£	£
Goods for resale	39,847	39,847	29,632
	39,847	39,847	29,632

All stocks are held by the trading subsidiary.

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-26	Total Funds 31-Mar-25
	£	£	£	£	£	£
8 Debtors						
Consolidated						
Trade debtors	77,125	-	-	-	77,125	48,048
Prepayments	165,745	-	13,092	-	178,837	220,924
Other debtors	40,272	-	-	-	40,272	62,043
	283,142	-	13,092	-	296,234	331,015
Chapter						
Trade debtors	60,071	-	-	-	60,071	34,906
Prepayments	161,329	-	13,092	-	174,421	217,064
Amounts due from related undertakings	241,875	-	-	-	241,875	160,467
Other debtors	25,866	-	-	-	25,866	49,853
	489,141	-	13,092	-	502,233	462,290
9 Creditors						
Consolidated						
Trade creditors	95,348	-	-	-	95,348	115,911
Accruals	159,889	-	-	-	159,889	84,054
Other creditors	75,413	-	-	-	75,413	77,964
	330,650	-	-	-	330,650	277,929
Bank loan (Note 10)	206,595	-	-	-	206,595	221,312
	537,245	-	-	-	537,245	499,241
Shown as:-						
Liabilities due within one year						
Loans and bank overdraft	15,936	-	-	-	15,936	16,839
Creditors	330,650	-	-	-	330,650	277,929
Liabilities due after one year	190,659	-	-	-	190,659	204,473
	537,245	-	-	-	537,245	499,241
Chapter						
Trade creditors	77,284	-	-	-	77,284	94,320
Accruals	127,987	-	-	-	127,987	69,518
Other creditors	47,079	-	-	-	47,079	50,885
Tax and social security	-	-	-	-	-	-
	252,350	-	-	-	252,350	214,723
Bank loan (note 10)	206,595	-	-	-	206,595	221,312
	458,945	-	-	-	458,945	436,035
Shown as:-						
Liabilities due within one year						
Loans and bank overdraft	15,936	-	-	-	15,936	16,839
Creditors	252,350	-	-	-	252,350	214,723
Liabilities due after one year	190,659	-	-	-	190,659	204,473
	458,945	-	-	-	458,945	436,035

CHICHESTER CATHEDRAL

FOR THE YEAR ENDED 31ST MARCH 2026

10 Borrowings

NatWest Mortgage Loan

A £350,000 loan was entered into by Chapter during the 2019 year in connection with the purchase of the remaining 42.2% of the freehold interest in 49 West Street, Chichester. The loan is due to be repaid in equal monthly instalments over 20 years at an interest rate of 2.45% over base rate per annum and is secured on the property.

At 31st March 2026 the outstanding loan was £206,595 (2025: £221,312) which is repayable as follows:-

	Total Funds 31-Mar-26 £	Total Funds 31-Mar-25 £
Within one year	15,936	16,839
Between one and two years	16,956	17,344
Between two and five years	57,662	55,215
Over five years	116,041	131,914
	206,595	221,312

The trading company has no third party borrowings.

11 Investment in subsidiary

Chichester Cathedral Enterprises Limited is a wholly owned subsidiary, trading as a provider of holiday accommodation, hospitality and gift shop. The investment in this Company has been consolidated in these accounts on a line by line basis. A profit amounting to £241,875 arose during the year (2025: Profit £159,445), this was paid up via a deed of covenant.

Chichester Cathedral Enterprises Limited Balance Sheet

	31-Mar-2026		31-Mar-2025	
	£	£	£	£
Fixed assets		-		-
Current assets				
Stock	39,847		29,632	
Debtors	35,876		29,192	
Cash at bank and in hand	337,325		257,722	
	<u>413,048</u>		<u>316,546</u>	
Creditors: amounts falling due within one year	(320,175)		(223,673)	
Net current assets		92,873		92,873
		92,873		92,873
Financed by:-				
Share capital		2		2
Profit and loss account		92,871		92,871
		92,873		92,873

CHICHESTER CATHEDRAL

FOR THE YEAR ENDED 31ST MARCH 2026

12 Related entities

Chichester Cathedral Friends and Chichester Cathedral Restoration & Development Trust are related entities by virtue of common Trustees.

They are separate charities with separate objectives and are not under the control of Chapter and do not form part of the consolidated financial statements.

The Chichester Cathedral Restoration & Development Trust is the corporate trustee of the Chichester Cathedral Platinum Endowment Trust for Music and administers the fund. They also administer funds on behalf of the Chichester Cathedral Millennium Endowment Trust.

13 Auditors' remuneration

The total remuneration of Lewis Brownlee (Chichester) Limited was as follows:

Audit services

The Chapter of Chichester Cathedral
Chichester Cathedral Enterprises Limited

31-Mar-26 31-Mar-25

£ £

15,200 14,400

4,000 6,000

19,200 20,400

CHICHESTER CATHEDRAL

FOR THE YEAR ENDED 31ST MARCH 2026

14 Employees

Staff costs during the year were as follows:-

	31 Mar 2026 £	31 Mar 2025 £
Wages and salaries	1,119,676	1,117,137
Social security costs	124,967	102,349
Other pension costs	67,324	66,807
	1,311,967	1,286,293

Employees earning over £60,000 and less than £70,000 per annum

2	-
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The average number of employees during the year was as follows:-

	31-Mar-26	31-Mar-25
Clergy	2	4
Administration	14	16
Liturgy and music	8	9
Maintenance	4	3
Vergers	6	5
Visitors services	7	5
	41	42

Total remuneration received by members of the Chapter during the year amounted to £122,268 (2025: £129,090).

Key management personnel is considered to be the Role of Communar, the Dean, the Chancellor and the Treasurer. Total remuneration received by key management personnel during the year amounted to £198,219 (2025: £208,216).

Volunteers

310 volunteers offer time and talents to the Cathedral in numerous capacities in varying degrees. Their contribution to the work of the Cathedral is greatly appreciated but no monetary value is attributed to the time given.

CHICHESTER CATHEDRAL

FOR THE YEAR ENDED 31ST MARCH 2026

15 Pensions

Clergy pensions are the liability of the Church Commissioners who pay contributions to the Church of England Funded Pensions Scheme.

The Chapter of Chichester Cathedral participates in the Pension Builder Scheme of Church Workers Pension Fund (CWPF) for lay staff. CWPF is administered by the Church of England Pensions Board, which holds CWPF assets separately from those of the Cathedral and other participating employers.

CWPF has two sections:

1. the Defined Benefit Scheme
- 2 the Pension Builder Scheme, which has two subsections;
 - a. a deferred annuity section known as Pension Builder Classic, and
 - b. a cash balance section known as Pension Builder 2014.

Pension Builder Scheme

Both sections of the Pension Builder Scheme are classed as defined benefit schemes.

Pension Builder Classic provides a pension, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pension Board from time to time. Discretionary increases may also be added, depending on investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum which members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. Discretionary bonuses may be added before retirement, depending on investment returns and other factors. The account, plus any bonuses declared is payable, unreduced from age 65.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS102. This is because it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers and means that contributions are accounted for as if the Scheme were a defined contribution scheme. The pension costs charged to the Statement of Financial Activities in the year are the contributions payable (2026: £67,324, 2025: £66,807).

A valuation of the Pension Builder Scheme is carried out once every three years. The most recent valuation was carried out as 31 December 2022. The next valuation is due as at 31 December 2025.

For the Pension Builder Classic section, the valuation revealed a deficit of £4.8m on the ongoing assumptions used. At the most recent annual review, the Board chose to grant a discretionary bonus of 10.1% following improvements in the funding position over 2022. There is no requirement for deficit payments at the current time.

CHICHESTER CATHEDRAL

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FOR THE YEAR ENDED 31ST MARCH 2026

15 Pensions (Continued)

For the Pension Builder 2014 section, the valuation revealed a surplus of £5.5m on the ongoing assumptions used. There is no requirement for deficit payments at the current time.

As there are no requirements for any payments into either the Pension Builder Classic or the Pension Builder 2014 sections, all liabilities under the scheme have been written back during the year.

The legal structure of the scheme is such that if another employer fails, the Chapter of Chichester Cathedral could become responsible for paying a share of the failed employer's pension liabilities.

16 Expenses of members of the Chapter

During the year 1 member (2025: 5) of Chapter had expenses reimbursed by the Chapter of Chichester Cathedral. The amount reimbursed was £1,373 (2025 £2,344).

17 Unrestricted funds Consolidated

	At 1st April 2025	Net surplus/ (deficit) for the year	Transfers	At 31st March 2026
	£	£	£	£
General revenues	10,678,957	(247,723)	19,234	10,450,468

Chapter

	At 1st April 2025	Net surplus/ (deficit) for the year	Transfers	At 31st March 2026
	£	£	£	£
General revenues	10,586,085	(247,723)	19,234	10,357,596

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

18 Designated funds
Consolidated and Chapter

	At 1st April 2025 £	Net surplus/ (deficit) for the year £	Transfers £	At 31st March 2026 £
Hardship fund	5,118	(215)	-	4,903
Legacy fund	234,795	2,554	-	237,349
Library fund	46,756	(22,590)	-	24,166
Fabric sustainability fund	997,695	-	-	997,695
Property maintenance fund	154,983	-	74,657	229,640
	<u>1,439,347</u>	<u>(20,251)</u>	<u>74,657</u>	<u>1,493,753</u>

Consolidated and Chapter

	At 1st April 2024	Net surplus/ (deficit) for the year	Transfers	At 31st March 2025
Hardship fund	5,541	(423)	-	5,118
Legacy fund	405,665	5,053	(175,923)	234,795
Library fund	132,379	(85,623)	-	46,756
Fabric sustainability fund	1,117,500	(119,805)	-	997,695
Property maintenance fund	75,675	-	79,308	154,983
	<u>1,736,760</u>	<u>(200,798)</u>	<u>(96,615)</u>	<u>1,439,347</u>

Description of Funds

Hardship fund - a response to the increased cost of living. Lay staff can confidentially apply to the fund for a maximum of £500 to cover one off payments.

Legacy fund - unrestricted legacies are allocated to this fund so Chapter can consider whether to allocate money for a specific purpose or retain it within this fund. Each year the average amount received after transfers over the past five years is passed back to the general unrestricted fund.

The library fund - set aside for improvements to the library such as the new lighting scheme.

Fabric sustainability fund - has further sub divisions as this fund is used for substantial works and sustainability projects across the Cathedral and estate.

Property maintenance fund - distinctly different from the fabric sustainability fund in that it is specifically for cyclical maintenance of the commercial and residential properties. The fund collates 10% of all revenues from these investment properties. The earliest drawdown on this fund is 1st April 2025.

CHICHESTER CATHEDRAL
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2026

19 Restricted funds
Consolidated and Chapter

	At 1st April 2025	Net surplus/ (deficit) for the year	Transfers	At 31st March 2026
	£	£	£	£
Choral Foundation Fund	455,249	(178,573)	-	276,676
Chichester Cathedral R&D Trust	102,364	(18,891)	(28,151)	55,322
George Bell House	2,500,000	(1,279)	1,279	2,500,000
Chichester Cathedral Friends	20,779	21,253	(28,151)	13,881
Oliver Whitby Foundation	8,764	6,906	(15,670)	-
Training Bell Fund	1,347	-	-	1,347
Benefact Trust	-	5,243	-	5,243
Bell-Rowell Fund	-	69,830	-	69,830
Mother Agnes Trust	-	15,000	-	15,000
	3,088,503	(80,511)	(70,693)	2,937,299

Consolidated and Chapter

	At 1st April 2024	Net surplus/ (deficit) for the year	Transfers	At 31st March 2025
	£	£	£	£
Choral Foundation Fund	780,210	110,519	(435,480)	455,249
Chichester Cathedral R&D Trust	70,285	32,079	-	102,364
George Bell House	2,547,800	(366)	(47,434)	2,500,000
Chichester Cathedral Friends	2,032	18,747	-	20,779
Oliver Whitby Foundation	10,106	(1,342)	-	8,764
Training Bell Fund	4,643	(3,296)	-	1,347
Scorrer Music Fund for Education	21,085	(21,085)	-	-
Art of Worship	6,960	(6,960)	-	-
	3,443,121	128,296	(482,914)	3,088,503

Description of funds

Chichester Cathedral Choral Foundation Fund (CCCF) - set up to fund the choral and music tradition at the Cathedral including bursaries, scholarships and prizes. This fund will be run down over the next two years, by which time income from the Chichester Cathedral Platinum Endowment Trust for Music will generate enough income to support music in the future.

Chichester Cathedral Restoration and Development Trust provides grants for the fabric of the Cathedral.

George Bell House - the value of the property at 4 Canon Lane used as a Retreat and Vocational Learning Centre.

Chichester Cathedral Friends - supports small projects connected with worship and ministry, and specific projects related to the Choir.

CHICHESTER CATHEDRAL

FOR THE YEAR ENDED 31ST MARCH 2026

Oliver Whitby Foundation - provides grants to cover the school fees for choristers.

Training Bell Fund - raised by the bell ringers to cover the cost of a new training bell in the Bell Tower.

Scorrer Music Fund for Education - passed across to the Cathedral from the Chichester Diocesan Fund and Board of Finance as it was for musical education in the diocese for which it is not involved directly. The fund would be able to be used for organ scholar costs or chorister music costs at the Cathedral.

Art of Worship - income and expenditure associated with the Chichester Workshop for Liturgical Art, currently based in South Harting. This is now complete.

Bell-Rowell Fund - established in the memory of Bishop George Bell and Bishop Geoffrey Rowell. To be used to support lectures, symposia and other appropriate activities, to be organised in alternate years in the name of one or other Bishop.

Mother Agnes Trust Fund - income received to formulate a report appraising options for the development of education work by the Cathedral.

20 Endowment Funds

Consolidated and Chapter

	At 1st April 2025 £	Net surplus/ (deficit) for the year £	Transfers £	At 31st March 2026 £
Prebend Funds	2,753,575	(470,025)	-	2,283,550
Endowment Fund	17,081,975	660,662		17,742,637
Music Endowment Funds	838,594	(36,814)	(23,198)	778,582
Endowed Prebend Stalls	18,124	83,553	-	101,677
	<u>20,692,268</u>	<u>237,376</u>	<u>(23,198)</u>	<u>20,906,446</u>

Consolidated and Chapter

	At 1st April 2024 £	Net surplus/ (deficit) for the year £	Transfers £	At 31st March 2025 £
Prebend Funds	2,753,584	(9)	-	2,753,575
Endowment Fund	17,081,975	-		17,081,975
Music Endowment Funds	874,480	(13,363)	(22,523)	838,594
Endowed Prebend Stalls	18,124	-	-	18,124
	<u>20,728,163</u>	<u>(13,372)</u>	<u>(22,523)</u>	<u>20,692,268</u>

The Endowment funds were established to support the ministry and work of the Cathedral. The Prebend and Endowment funds primarily consist of property held to generate income to support the general activities of the Cathedral. The Music and Endowed Prebend funds specifically support the music and worship of the Cathedral. All endowment funds are expendable.

CHICHESTER CATHEDRAL
APPENDIX 1 - PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-25
	Notes	£	£	£	£	£
INCOME AND ENDOWMENTS FROM:						
(i) Donations and legacies		496,740	5,053	133,968	-	635,761
(ii) Grants receivable		69,620	-	375,563	-	445,183
(iii) Fees arising in the course of charitable activities		153,848	-	-	-	153,848
(iv) Trading activities		642,274	-	-	-	642,274
(v) Investments		910,803	2,332	3,826	22,658	939,619
(vi) Other income		1,627	-	-	-	1,627
Total Income	1	2,274,912	7,385	513,357	22,658	2,818,312
EXPENDITURE ON:						
(i) Raising Funds		746,368	-	-	-	746,368
Charitable activities:						
(ii) Ministry, including worship and music		867,295	-	183,146	-	1,050,441
(iii) Cathedral and precincts upkeep		655,817	117,500	134,218	-	907,535
(iv) Visitors, Education and external hire		20,467	30	19,250	-	39,747
(v) Other expenditure		691,591	92,146	42,654	217	826,608
Total Expenditure	2	2,981,538	209,676	379,268	217	3,570,699
NET (OUTGOING)/INCOMING RESOURCES		(706,626)	(202,291)	134,089	22,441	(752,387)
Gross transfers between funds	17-20	602,052	(96,615)	(482,914)	(22,523)	-
Net income/(expenditure) before gains & losses		(104,574)	(298,906)	(348,825)	(82)	(752,387)
Net gains/(losses) on property investments		-	-	-	-	-
Net gains/(losses) on investments		(91,579)	1,493	(5,793)	(35,813)	(131,692)
Net movement in funds		(196,153)	(297,413)	(354,618)	(35,895)	(884,079)
Reconciliation on funds:						
Total funds brought forward (as adjusted)		10,875,110	1,736,760	3,443,121	20,728,163	36,783,154
Total funds carried forward		10,678,957	1,439,347	3,088,503	20,692,268	35,899,075

CHICHESTER CATHEDRAL

APPENDIX 2 - PRIOR YEAR CONSOLIDATED BALANCE SHEET FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-25
		£	£	£	£	£
Notes						
Fixed Assets						
Investment assets						
Property	3	8,893,233	-	250,000	10,500,267	19,643,500
Investments	4	2,034,802	-	128,724	795,730	2,959,256
		<u>10,928,035</u>	<u>-</u>	<u>378,724</u>	<u>11,295,997</u>	<u>22,602,756</u>
Non investment assets						
Property	5	750,000	-	-	9,315,000	10,065,000
Equipment and plant	6	-	-	-	-	-
		<u>750,000</u>	<u>-</u>	<u>-</u>	<u>9,315,000</u>	<u>10,065,000</u>
Total fixed assets		<u>11,678,035</u>	<u>-</u>	<u>378,724</u>	<u>20,610,997</u>	<u>32,667,756</u>
Current assets						
Stock	7	29,632	-	-	-	29,632
Debtors	8	302,407	-	28,608	-	331,015
Cash at bank and in hand		(831,876)	1,439,347	431,171	81,271	1,119,913
		<u>(499,837)</u>	<u>1,439,347</u>	<u>459,779</u>	<u>81,271</u>	<u>1,480,560</u>
Liabilities due within one year						
Loans and bank overdraft	10	(16,839)	-	-	-	(16,839)
Creditors	9	(277,929)	-	-	-	(277,929)
		<u>(294,768)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(294,768)</u>
Net current assets		<u>(794,605)</u>	<u>1,439,347</u>	<u>459,779</u>	<u>81,271</u>	<u>1,185,792</u>
Total assets less current liabilities		<u>10,883,430</u>	<u>1,439,347</u>	<u>838,503</u>	<u>20,692,268</u>	<u>33,853,548</u>
Liabilities due after one year						
Loans and bank overdraft	10	(204,473)	-	-	-	(204,473)
		<u>(204,473)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(204,473)</u>
Net assets		<u>10,678,957</u>	<u>1,439,347</u>	<u>838,503</u>	<u>20,692,268</u>	<u>33,649,075</u>
Funds						
Unrestricted	17	10,678,957	-	-	-	10,678,957
Designated	18	-	1,439,347	-	-	1,439,347
Restricted	19	-	-	3,088,503	-	3,088,503
Endowment	20	-	-	-	20,692,268	20,692,268
		<u>10,678,957</u>	<u>1,439,347</u>	<u>3,088,503</u>	<u>20,692,268</u>	<u>35,899,075</u>

CHICHESTER CATHEDRAL
APPENDIX 3 - PRIOR YEAR CHAPTER BALANCE SHEET
FOR THE YEAR ENDED 31ST MARCH 2026

		Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds 31-Mar-25
		£	£	£	£	£
	Notes					
Fixed Assets						
Investment assets						
Property	3	8,893,233	-	2,500,000	10,500,267	21,893,500
Investments	4	2,034,804	-	128,724	795,730	2,959,258
		10,928,037	-	2,628,724	11,295,997	24,852,758
Non investment assets						
Property	5	750,000	-	-	9,315,000	10,065,000
		750,000	-	-	9,315,000	10,065,000
Total fixed assets		11,678,037	-	2,628,724	20,610,997	34,917,758
Current assets						
Debtors	8	433,682	-	28,608	-	462,290
Cash at bank and in hand		(1,089,600)	1,439,347	431,171	81,271	862,189
		(655,918)	1,439,347	459,779	81,271	1,324,479
Liabilities due within one year						
Loans and bank overdraft	10	(16,839)	-	-	-	(16,839)
Creditors	9	(214,723)	-	-	-	(214,723)
		(231,562)	-	-	-	(231,562)
Net current assets		(887,480)	1,439,347	459,779	81,271	1,092,917
Total assets less current liabilities		10,790,557	1,439,347	3,088,503	20,692,268	36,010,675
Liabilities due after one year						
Loans and bank overdraft	10	(204,473)	-	-	-	(204,473)
		(204,473)	-	-	-	(204,473)
Net assets		10,586,084	1,439,347	3,088,503	20,692,268	35,806,202
Funds						
Unrestricted	17	10,586,084	-	-	-	10,586,084
Designated	18	-	1,439,347	-	-	1,439,347
Restricted	19	-	-	3,088,503	-	3,088,503
Endowment	20	-	-	-	20,692,268	20,692,268
		10,586,084	1,439,347	3,088,503	20,692,268	35,806,202

CHICHESTER CATHEDRAL

ANNUAL REPORT, AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2026

APPENDIX 4 – THE CATHEDRAL CHAPTER

(as at 31 MARCH 2026)

The Very Reverend Dr. Edward Dowler	Dean
The Reverend Vanessa Baron	Treasurer
The Reverend Dr. Earl Collins	Chancellor
The Venerable Angela Martin	
Justin Harrington	Justin Harrington
John Booth	
Howard Castle-Smith	
Garbielle Higgins	
Anita Rolls	

APPENDIX 5 – AUDIT AND RISK COMMITTEE

(as at 31 MARCH 2026)

Fr Paul Armstead	
Jeremy Cox	Head of Estates and Compliance
Justin Harrington	
Roger Sanders	Chair
Oliver Tubb	Head of Communications, Marketing and Visitor Experience

APPENDIX 6 – CHICHESTER CATHEDRAL ENTERPRISES LIMITED DIRECTORS

(as at 31 MARCH 2026)

James Allport	
The Reverend Vanessa Baron	
The Very Reverend Dr Edward Dowler	Chair
Justin Harrington	
Amy Sim	Communar and COO
Nick Sutherland	
Liz Woodsell	

APPENDIX 7 – FABRIC ADVISORY COMMITTEE

(as at 31 MARCH 2026)

Karen Coke	
Clive England	
The Reverend Canon Christopher Irvine	
Julian Munby	Chair
Seif El Rashidi	
Geoffrey Noble	
Dr. Aylin Orbasli	
Sarah Songhurst	
Chris Wood	

CHICHESTER CATHEDRAL

ANNUAL REPORT, AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2026

APPENDIX 8 – FINANCE COMMITTEE

(as at 31 MARCH 2026)

James Allport	
Fr Paul Armstead	
John Bruell	
Justin Harrington	Chair
Nick Sutherland	
Liz Woodsell	

APPENDIX 9 – NOMINATIONS COMMITTEE

(as at 31 MARCH 2026)

Gabrielle Higgins	Chair
The Reverend Earl Collins, Canon Chancellor	
Malcolm Watts	
Val Timlin	
Anita Rolls	

APPENDIX 10 – SAFEGUARDING MANAGEMENT COMMITTEE

(as at 31 MARCH 2026)

The Reverend Vanessa Baron	Chair, ex officio
Hannah Cashman	Cathedral Safeguarding Officer
The Very Reverend Dr. Edward Dowler	Dean, ex officio
Sarah Quail	
Colin Perkins	Diocesan Director of Safeguarding
Roger Sanders	
Kathryn Slatter	
Amy Sim	Communar, COO
Pip Taylor	
Val Timlin	Head of HR
Oliver Tubb	Head of Communications, Marketing and Visitor Experience

CHICHESTER CATHEDRAL

ANNUAL REPORT, AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2026

APPENDIX 11 - PROFESSIONAL ADVISORS

(as at 31 MARCH 2026)

Surveyor of the Fabric	Antony Feltham-King RIBA GradDiplConsAA AABC St Ann's Gate Architects The Close Salisbury SP1 2EB
Consultant Archaeologist	Dr Michael Shapland FSA Archaeology South-East / UCL Centre for Applied Archaeology 2 Chapel Road, Portslade, East Sussex BN41 1DR
Auditors	Lewis Brownlee (Chichester) Limited Chartered Accountants and Registered Auditors Appledram Barns Birdham Road Chichester PO20 7EQ
Commercial Property Agent	Flude Commercial Ltd 24 Southgate Chichester PO19 1ES
Residential Property Agent	Henry Adams Lettings Ltd 10 Southgate Chichester PO19 1ES
Health & Safety Consultant	Croner Group Ltd Croner House Wheatfield Way Hinckley Leicestershire LE10 1YG
Bankers	National Westminster Bank plc East Street Chichester PO19 1HH
Solicitors	Irwin Mitchell Thomas Eggar House Friary Lane Chichester PO19 1UF Bates Wells 10 Queen Street Place London EC4R 1BE