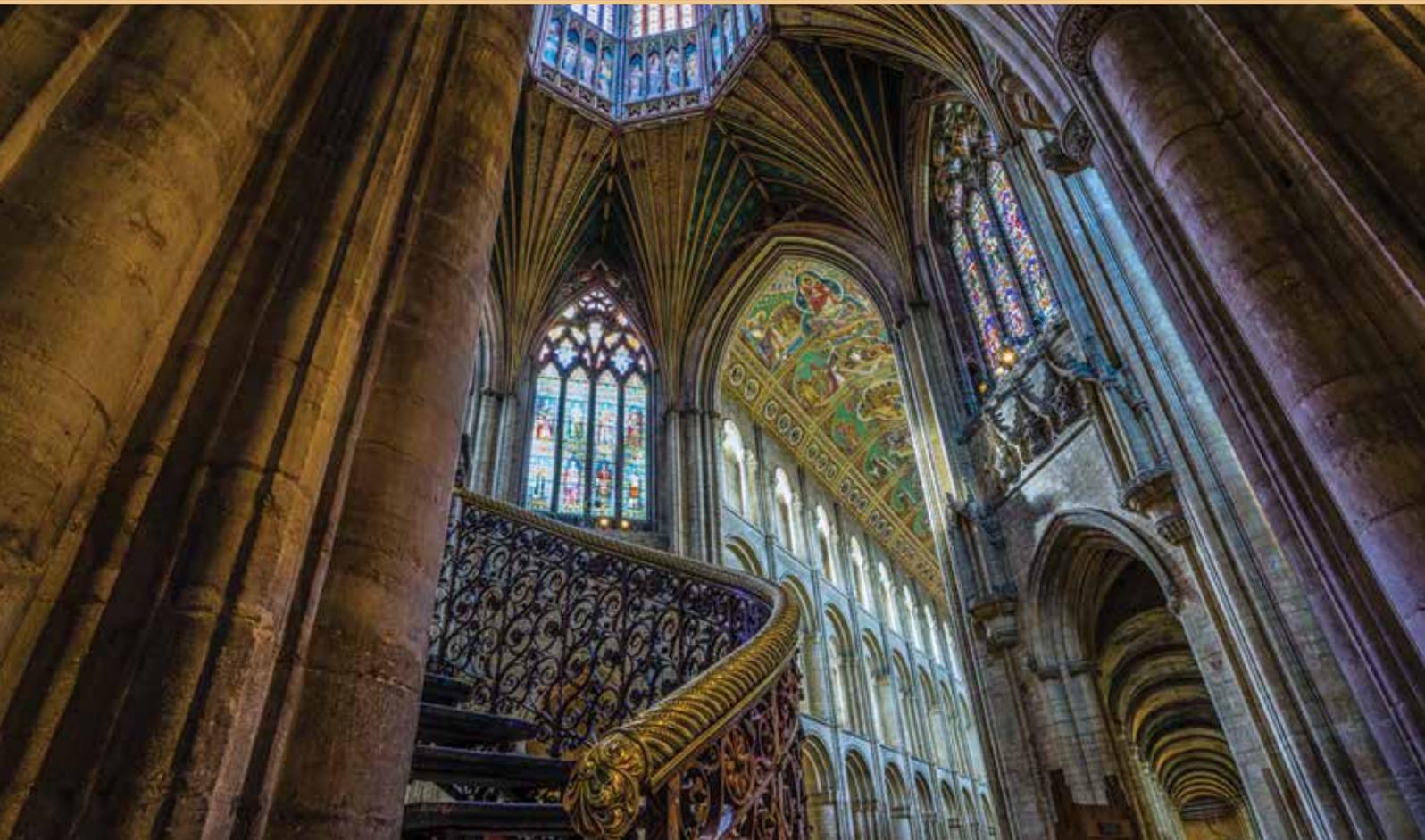


# Annual Review 2016

*Joyfully proclaiming the love of God in worship, outreach, welcome and care*



# Cathedral Chapter and Senior Management



# Dean's Report

Above all, 2016 will be remembered for the political shock waves that occurred during the year – Brexit, the election of President Trump, the fall of Aleppo, the grave situation between Israel and Palestine. It is far too early to assess the longer term effects of these events. Apart from a rise in the values of our investments (which is a rather sobering reflection on the world in which we live), they have, so far, had little direct effect on Cathedral life, as the pages of this report will tell you. However, it remains critically important that we never forget the bigger picture. We are part of a fragile world – a world that God loved so much that 'he gave his Son so that everyone who believes in him may not perish but may have eternal life'. (John 3:16) It is this core message that lies behind our mission statement *Joyfully proclaiming the love of God in worship, outreach, welcome and care*. I have more than once in the past year made reference to the John Donne poem which begins 'No man is an island, entire of itself', and concludes 'therefore never send to know for whom the bell tolls; it tolls for thee'. So, whilst this report will celebrate many wonderful things for which we are truly grateful, it is a celebration and thanksgiving in the context of a realisation that we must never forget that we live in a global community and what we do and how we behave, and above all how we pray, affects others.

So much of what these pages record and celebrate is dependent on the dedication and goodwill of the staff and our hundreds of volunteers and I want to say a huge 'thank you' to them. I'm constantly told how welcoming and friendly people find the Cathedral and that would not be so unless there was a real intention and desire to be so.

During the year we welcomed Martin Fleet as our head verger (returning after a sojourn in Chester) and also Jessica Martin as a Residentiary Canon with responsibility for outreach and education. It's very good to be back to a full complement of staff: we're benefiting from their considerable skill.

The end of the year saw the publication of the Cathedral's Masterplan. This is a very exciting document that sets out Chapter's vision for the Cathedral environment as a whole, and has bold plans for a development on the north west side of the Cathedral and a re-development of the Cathedral Centre site. It was the culmination of considerable discussion and consultation, and continues to be 'work in progress', not least because gaining permissions and finance for the projects will take time. Please do read the Masterplan on our website: [www.elycathedral.org/ely-cathedral-masterplan](http://www.elycathedral.org/ely-cathedral-masterplan)

Chapter also undertook a Self-Evaluation Exercise during the course of the year, which has been very helpful in assessing our strengths and weaknesses in a number of areas, and helping us put in strategies for improvement. I'm sure that closer scrutiny of many aspects of our governance and management is likely in the future, and exercises like this help us in this regard.

Good governance and sound management are crucially important for Chapter as stewards of this wonderful asset that is Ely Cathedral and its community. The reports that follow will, I hope, show that potentially boring things like governance and management actually release energy, vision, enthusiasm and purpose. And because of that we are indeed a people *Joyfully proclaiming the love of God in worship, outreach, welcome and care*.

The Very Reverend Mark Bonney, Dean of Ely



# Congregation and Community

## **Worship**

From Daily Prayer, Choral Evensong, Pet Services, Space and a 'Green Communion', Ely Cathedral offers a wide variety of worship experiences. In the past year we have been reflecting on how worship is missional; a way in to community life. There is gathering evidence that our 'regular' congregation (those who worship at least once a month, at any service) is gently growing, and we are now monitoring this very closely. In 2016, our congregational roll numbered 359 and average Sunday attendance was 305 adults and 34 children. There were 690 communicants on Easter Eve and Easter Day, and 1211 people attended worship. On Christmas Eve and Christmas Day, 5010 people attended worship (there were 9 services to choose from) and there were 860 communicants. Children and families worship is being developed including new Christmas services and 'Sunday Sing!'. Families are supported by The Edward Bear Club run by the Mother's Union, and Junior Church which has moved to Powcher's Hall. In addition to the regular round of worship and prayer, many people encounter the cathedral through the occasional offices. In 2016, there were 13 Weddings, 3 Prayer and Dedication Services after Civil Marriage, 2 Funerals, 4 Memorial services, 5 Interments of Ashes, and 13 Baptisms. 6 members of our congregation were confirmed and 4 children from our worshipping community were admitted to communion.

## **Outreach**

The Cathedral gave in excess of £40,000 to charitable causes during 2016. These included the Parish of Hackney, Zanzibar Cathedral, the sponsorship of a student in Zanzibar, Christmas events in aid of East Anglia Children's Hospice, Ely Foodbank, The Church Urban Fund and Support for Syrian Refugees via the Disasters

Emergency Committee. We also committed £2000 towards the Christians Against Poverty Debt Centre which has recently launched in Ely. We were delighted to be beneficiaries of the Church of England's Scientists in Congregations Award, for the first Ely Cathedral Science Festival.

## **Welcome**

Everybody has a part to play in welcoming people to the cathedral. The Community Coffee morning is a valuable place for fellowship and the Community Forum seeks to be a place where discussion is enabled between Chapter and the congregation. Post-service coffee is becoming a place where people gather for fellowship and there are various social occasions for people to find fellowship, including the congregational lunch, harvest supper and volunteers evening. The Christmas Day Community Lunch was this year jointly arranged with The Lighthouse Church with over 130 people attending.

## **Care**

We are blessed with a team of Priest Vicars, the Pastoral Care and Healing Teams to whom we are hugely thankful. Through them and amongst the resident clergy we respond to requests for prayer, visits in hospital or at home, and will gladly take home communion to those who are ill or housebound. In the last 18 months almost all cathedral volunteers and staff have undergone basic level safeguarding training, we are very grateful that this has been taken so seriously. We follow Church of England advice and best practice and now work very closely with the Diocese on this matter. We continue to be committed to making the Cathedral a safe and caring place for everyone who comes through our doors.

Canon Victoria Johnson





# Music and Liturgy

## **Worship**

2016 was a year in which we celebrated the strength of all of our choirs and their enduring commitment to their primary work of the Cathedral – the daily round of prayer, said and sung. We celebrated the hugely significant developments of the founding of the Girls' choir, of the Ely Cathedral Octagon Singers as our voluntary choir and of *The Ely Imps* ten years ago and were able to mark that anniversary not just by a splendid concert but in different ways to give thanks for all that they have done in that primary task. *The Imps* also joined the boy choristers to sing evensong for the first time on St David's Day which was a remarkably moving experience for all there. Thanks to former and current members of those choirs and to their musical staff, especially Jan Payne and Paul Bryan at ECOS and Sarah MacDonald with the Girls' choir, was rightly underlined.

Special moments stand out – the stunning *Missa Criolla* sung at Canon Alan Hargrave's last Eucharist – with full choir and guitar performance by our own lay clerk Sebastian Fayle; the singing of Girls, Boys and Men at the evensong attended by Old Choristers (some of whom sing with the choir year by year) which was the occasion for the Collation and Installation of Alan's successor, Canon Jessica Martin. The choir's music making marked the Civic celebration of The Queen's 90<sup>th</sup> birthday and the Duke of Gloucester's visit to Ely to mark the 100<sup>th</sup> anniversary of the Cambridge Regiment's most significant action during the Battle of the Somme on the Schwaben Redoubt.

As always there were other services of special significance to groups outside the Cathedral – a good example is the afternoon service which marked the 75<sup>th</sup> anniversary of the Air Training Corps in Cambridgeshire

and Bedfordshire attended by 500 cadets and volunteer officers and staff at which the spirited organ playing made such an impact.

I express my own thanks to our Director of Music Paul Trepte, Edmund Aldhouse (both Assistant Organist and Director of ECOS), Andrew Parnell ECOS's Organist and Sarah MacDonald and Alex Goodwin (respectively Director and Assistant Organist of Ely Cathedral Girls' Choir). Special mention should be made of Neil Porter-Thaw and his wife Nikki, whose tenure as House Master of the Boys' choir came to an end with huge thanks expressed and to Melody Day, the housemistress of the Girls' choir house with similar gratitude. We send Rebecca Woodward and Kirsty Wright every good wish as they take up those responsibilities in the two houses.

## **Outreach, Welcome and Care**

Much of the music making in the Cathedral can also be categorised under this title as well – the work of our outreach choir to the fore. A great example during the year was *The Imps* singing at the Pet Service. Paul Trepte has now handed over to Rebecca Duckworth as the regular Director of *The Imps* after she has supported their work for many years and we thank Paul for this specific contribution to the Cathedral's musical life over the past ten years. We continue to be grateful to their redoubtable administrator Anne Mizen.

Children experience the musical life of the Cathedral on 'sound and light' days and the music department is working more closely than ever with the Cathedral's Education department on these and other schools' days.

The choir continued to play a crucial role in the work of the Cathedral – by outreach visits, diocesan concerts and in many other ways.

Canon James Garrard





# Education and Outreach

In common with many areas of the Cathedral's work, the Education Department relies on a dedicated and talented team of around 20 volunteers as Education Guides. Their commitment has been rewarded by enthusiastic children and accompanying adults and positive written and verbal feedback.

## **Worship**

Tailored sessions for worship are part of the offer from Education to schools. St Bede's School regularly bring a whole year group to the Cathedral for a reflection day. Working closely with the Chaplain, we designed six sessions for the year 7s in November, with each student taking part in 3 sessions over the day and culminating with a whole school Eucharist. There is an increasing demand for whole school Christmas services and in addition to the King's School, Highfields Special School, Lantern Primary School and Soham Village College held services in December 2016. The Pre-school Alliance carol service invites Pre-schools and any parent or carer with a Pre-school child to attend and the congregation this year included around 300 people.

## **Outreach**

Over 10,000 children took part in school visits and other Education Department events in 2016, a slight increase from the figure in 2015. This included over 80 school visits and Cathedral roadshows. School sessions included comparing three places of worship in conjunction with the Countess Free and St Etheldreda's churches and another contrasting the cathedral with a mosque. The monastic and pilgrimage sessions continue to be popular as do the shorter tours (sensory, Bible windows and Animal Safari). The holiday drop ins in the Lady Chapel for children from 0 - 12 are growing with an average of 70 children each day.

## **Welcome**

Education moved from the Cathedral Centre to a new base in Powcher's Hall with first use of two rooms during school hours. This allows greater freedom in finding suitable dates for schools to visit. Accompanying adults are now offered tea and coffee making facilities and groups are able to eat packed lunches in relative comfort.

## **Care**

The policy continues for all Education Guides to have DBS checks and safeguarding training before they work with children. The Learning Outside the Classroom badge was renewed late 2016 and the logo on our publications indicates to schools that we have stringent safeguarding and risk assessment procedures in place.

*Nicky Ayscough, Acting Director of Education*

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## **Worship**

On arriving at the Cathedral in autumn 2016 almost my first challenge was leading the worship at the Diocesan 'Schools' Days' - four days in early October where local primary schools came together to explore the theme 'sustainability'. It was a new experience to lead an interactive 'Creation story' for 600 lively 7-11 year olds - in a gold cope!

The almost-too-close encounter between a stray pigeon and the many alert (but fortunately obedient) dogs attending the Pet Service in October was also an educational first for me.

Study Groups met in Lent and Advent to work with the 'Pilgrim' devotional resources, which combine short acts of worship with a focus on a particular aspect of the Christian life.





We looked at the Lord's Prayer, and at the Eucharist, and some of those attending went on to be baptised and confirmed, which was a great joy.

Churches Together in Ely worshipped in the Cathedral at Evensong during the Week of Prayer for Christian Unity and concluded the ecumenical Walk of Witness on Good Friday 2016 with a short service here. And at Advent, the 'Living Nativity' was staged on Cross Green, where the - definitely living! - camels excited much admiration.

### ***Outreach***

The highlight of the year was the summer lecture series facilitated by Canon Johnson, 'Visions of a future Church'. The series was set in train by the Etheldreda lecture, given by the eminent sociologist Grace Davie. Following her lead, a further five lectures, featuring such lecturers as Malcolm Brown, the Church of England's Head of Mission and Public Affairs, and Sarah Coakley, Professor of Divinity at the University of Cambridge (and an Honorary Canon of the Cathedral), which pondered 'the Common Good', 'Ministry', 'Mission', 'Worship' and 'Anglican Theology'. All were very well received and broadened our collective understanding of what the Church might become in future years.

As well as this lecture series, the Ben Jupp Amnesty lecture was given in October by Paul Joseph, companion of Nelson Mandela, who spoke powerfully of the fight against apartheid in South Africa.

### ***Welcome***

The first face of welcome at the Cathedral is shown by our excellent volunteer groups - by the Guides, the Ministry of Welcome and the Lay Chaplains. They, along with the Admissions Staff, set the tone for the kind of experience

visitors will have, and we are hugely grateful to them all for their gifts of time and talent. The appointment of Joss Palmer in the new role of Visitor Experience Manager will bring together the skills and energy of a remarkable body of people with some wonderful ideas. During 2016 the Guide Coordinator Barbara McGowan, along with her team, have trained a new cohort of Guides, which is very good news.

Although it was a quiet year for Pilgrimage tours, Canon Jan Payne has worked hard to put together bespoke tours for parish groups, for a particular focus on the Diocesan Strategy, and for young people, to be used and developed in the future.

And, of course, I was kindly and warmly welcomed myself by the Cathedral community in September when I arrived as its new Canon Residentiary!

### ***Care***

During 2016 The Cathedral, as part of Churches Together in Ely, participated in the house to house collection for Christian Aid in May, with a service in Ely Methodist Church, and a plant stall.

Canon Jessica Martin



# Fabric

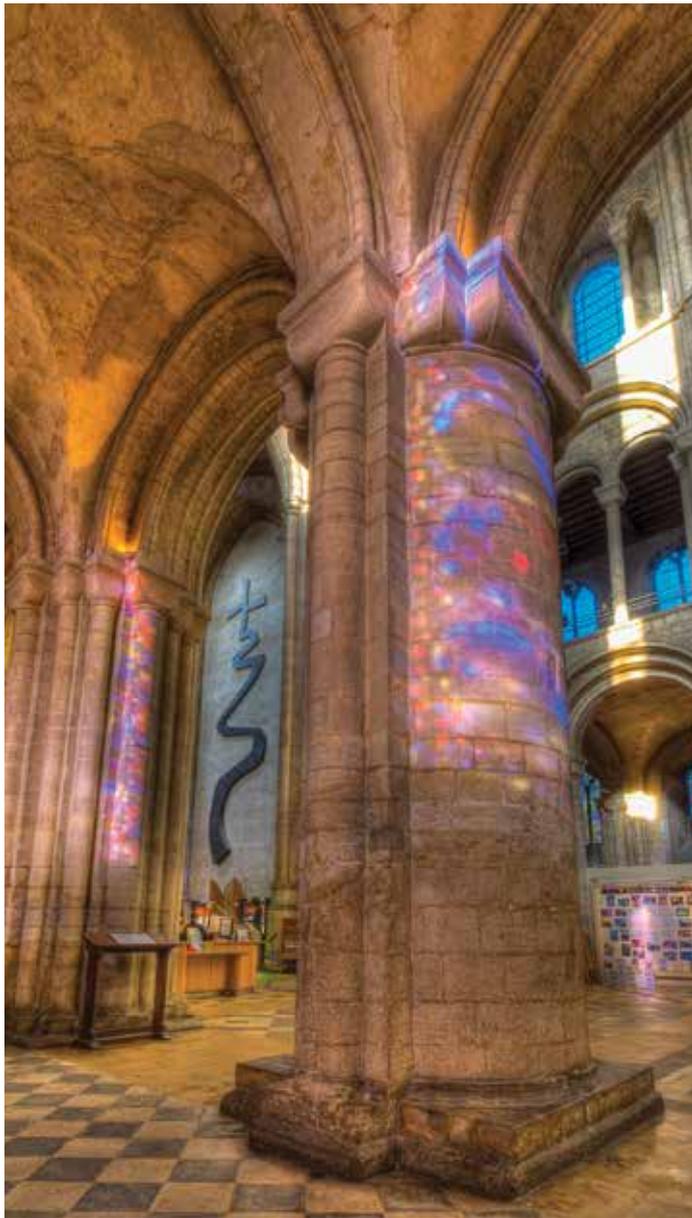
## ***Worship and Outreach***

The first phase of partial rewiring of the Cathedral was completed during 2016, restoring the north side of the building to good electrical health after deteriorating bare copper cable had failed, compromising the electrical supply to key areas. Some areas of the south side, notably the South Nave Aisle, were given new and further sockets, allowing safer and more efficient use of the TV screens and cutting down on trailing cables. This work was made possible through a grant from the First World War Centenary Cathedral Repairs Fund, a further grant from which has enabled Phase II of the rewiring to commence, which is now well underway, extending to the remainder of the south side and west end of the building. During these works we have been able to start replacing uplighters, in this case the triforium edge lighting, with LED fittings, which are essential in keeping the Cathedral effectively lit moving forward, as older fittings become obsolete, problematic to maintain and non-energy-efficient. A further donation from a private donor has helped to make this particular element of the work possible.

The central marble Octagon floor was repaired, replacing the badly damaged and deteriorated stones, all made possible by a generous gift from a private donor. As well as the obvious visual enhancement, this enables safer and more practical use of this space. Similarly, uneven and damaged marble tiles in the Presbytery were repaired during this year. This type of continual maintenance, repair and improvement work goes on, often behind the scenes, which helps to ensure that our core activities of worship and outreach may continue within a safe and welcoming environment and we indeed hope that this encourages worshippers and visitors to return again and again.

Outside the Cathedral walls, provision for outreach was enhanced significantly as part of the refurbishment of Powcher's Hall during the first half of 2016. In addition to improvements to the residential space here, part of the ground floor was converted to a new Cathedral and Education space which provides dedicated rooms for schools and other groups to use for educational activities.





A high level survey of the east end of the Cathedral was carried out in 2016 and the north pinnacle scaffolded for repair and conservation work. This continues our commitment to welcome and care, by maintaining a safe environment for visitors outside as well as inside the Cathedral, through ongoing monitoring and preventive as well as reactive conservation of the historic fabric.

*Welcome and care*, ever at the forefront, are major considerations to us when dealing with our pigeon population. This appeared to be at a peak during 2016, urging us to rethink our anti-pigeon measures. As a result, our chief point of welcome to the Cathedral, the Galilee Porch, was netted below the clunch vault, and the gates re-netted. This has been extremely effective in deterring the expanding roosting population, which had become steadily more off-putting to our users and visitors. As part of the same anti-pigeon review, netting in other locations has been repaired where faults found, and all high-level areas inspected with a view to improvement of deterrent measures where practical. The pigeon is a visitor we do not wish to encourage!

Further behind the scenes work continues apace, as ever, focussing on both the Cathedral and precinct properties, and also grounds. Whilst dealing with the day-to-day, future projects are also in the planning stage, including new and improved hard standings to the north and south sides of the Cathedral, paving in the Processional Way courtyard and the South Nave Aisle project, to include re-roofing of the triforium here. Indeed, 2017 promises to be an even busier year as we continue to conserve, maintain and enhance for current and future worshippers, visitors and users.

Vicki Roulinson, Director of Works





# Administrator's Report

It would be perfectly understandable if the work of the lay management team were assumed to be focused exclusively on the Welcome and Care agendas, but that would perhaps overlook the reality that everything we do is predicated on the Cathedral's primary purposes of Worship and Outreach, of which Welcome and Care are logical extensions. I am very glad to be able to report that Ely Cathedral's many and varied activities continue to take place in a happy understanding of how all the elements must fit together, and with a genuine desire at all levels that this place should be a recognised force for good.

Care, in its many forms, does occupy much of our attention. The most visible activity that falls within this agenda is the maintenance of the fabric of the Cathedral itself, of which there is separate comment by our Director of Works. But we should also give recognition to all the things the vergers do on a daily basis, cleaning up after events, removing trip hazards and ensuring that enthusiastic groups of visitors do not inflict damage on the building, albeit inadvertently. The Care agenda goes much further than that, however: much of what we do is focused on the general wellbeing of the Cathedral and the people who contribute to its activities in various ways, as well as on those who come and go. The Cathedral's Risk Register may sound like a tedious bureaucratic checklist, but it represents a valuable summary of potential causes for concern and, therefore, of matters that demand active care. In his report in this Annual Review, the Dean makes mention of good governance, a topic that has gained prominence in the wider community of cathedrals in the past year. One lesson to be learned from the public debate surrounding this issue is that there is no room for complacency if the financial wellbeing of the Cathedral

is to be assured – hence the inclusion of 'governance' among the subjects on my watch-list. Others include remaining relevant by keeping up with the expectations of worshippers and visitors; investing in modern technologies and training of staff and volunteers that will enable us to deliver on those objectives; and ensuring that our employment practices conform not only with legislative requirements, but also with Christian values in respect of the Living Wage, pension arrangements and safety.

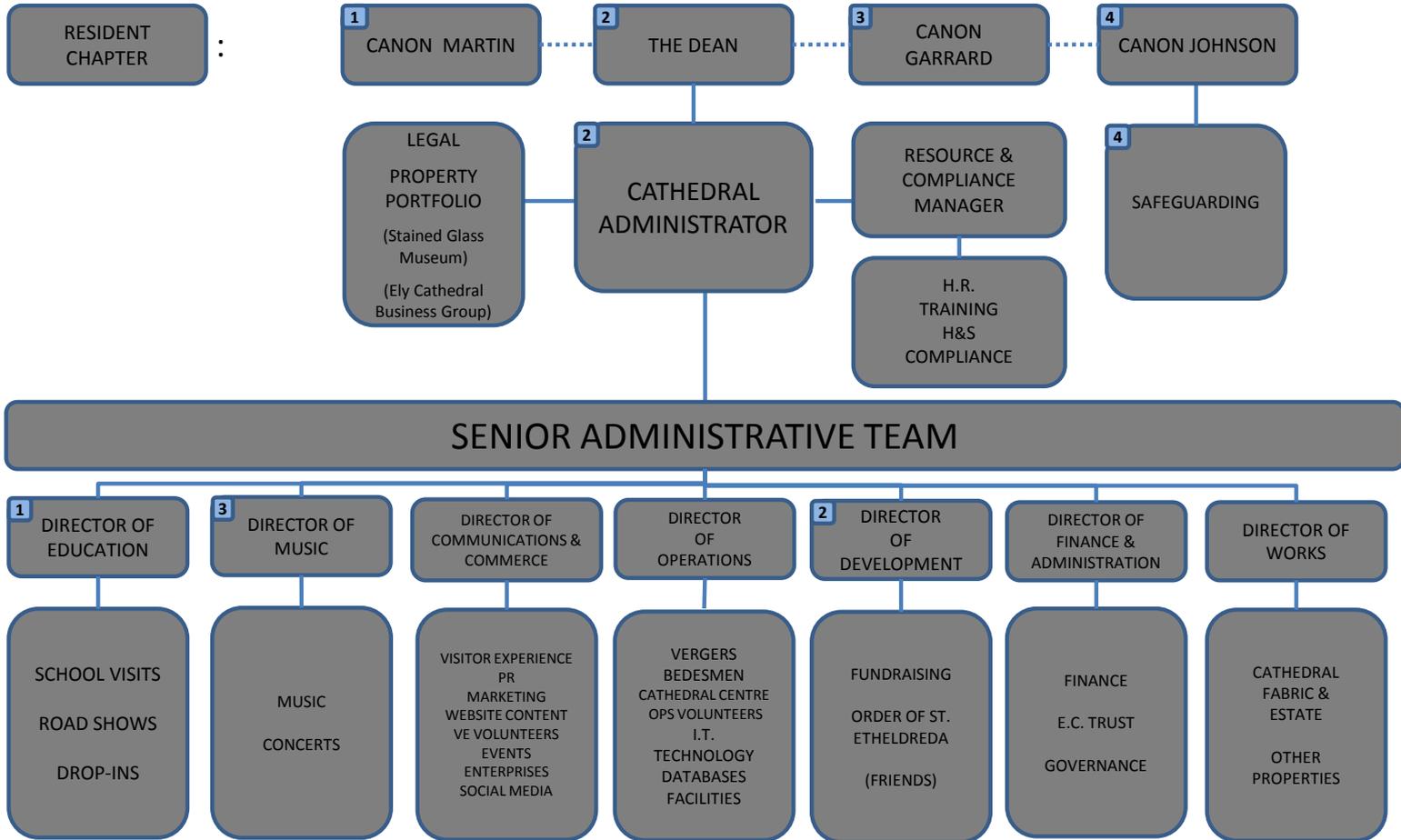
These are examples of positive actions, but the nature of risk registers is to ensure that we remain watchful for potential mistakes, such as over-reliance on high investment returns or on windfall income from benefactions; that we don't try to do too much, too soon, with too few qualified people and with uncertain financial resources; or that we focus too sharply on the present, thereby failing to plan for contingencies or, crucially, for the needs of future generations of worshippers and visitors. Commercial businesses have similar considerations, but, unlike cathedrals, seldom have the express objective of ensuring long-term durability. In administering cathedrals, one eye must always be on future centuries, for the wellbeing of everything that cathedrals stand for and for the people they serve.

Canon Stephen Bourne, Cathedral Administrator

# How We Work



## CATHEDRAL ADMINISTRATIVE SUPPORT STRUCTURE



The numbers 1,2,3 and 4 in the boxes signify line management relationships between the Clergy and the Management Team

# Finance

The figures reported here are from our full group consolidated accounts and include the results of the Chapter of Ely Cathedral, Ely Cathedral Enterprises Limited and Ely Cathedral Trust. For the year ended 31 December 2016 the group made a combined surplus of £1,397,000 compared with £426,000 in 2015. Both of these figures exclude the net gains and losses (realised and unrealised) on investments or any revaluation of assets.

The large difference in surplus this year has mainly been due to the extremely generous donation of £813,000 from a benefactor, in order to purchase the freehold of an investment property which is in a strategically important location for the Cathedral.

In 2016 our net gain on investments was £925,000 across our group portfolio. This is thanks to the good work done by our two investment management companies and also the fact that the global equity market did very well in 2016.

It has been five years since we had a formal revaluation on our investment property portfolio. The market value has increased significantly during this period and we have benefited from an increase in value of £462,000.

Both of these unrealised gains continue to strengthen our balance sheet. However, they do not strengthen our cash position, which is an important consideration for us. However healthy the balance sheet looks, without enough cash to cover day to day expenses, any business is unsustainable. There is no room for complacency if we are to ensure the ongoing financial wellbeing of the Cathedral.

**Income** - We continue to be extremely grateful for the congregational giving, both within the Stewardship scheme and other areas of Cathedral life. Our visitor numbers have been good and we remain a very popular tourist venue.

Ely Cathedral Enterprises made a net contribution of £251K (2015: £239K) and our shops and restaurants continue to be a great way to enhance the visitor experience in terms of Welcome and Care. We have been extremely fortunate in 2016 to receive more significant grants towards urgent repair work, much of this coming from the First World War Centenary Cathedrals Repair Fund, allowing us to do much-needed stonework, stained-glass window repairs and electrical rewiring projects.

**Expenditure** - Education, Fabric and Music are core elements of our mission and this is where we spend a large part of our income. These are supported by the income-generating work of the Cathedral as well as the Fundraising work done by the Trust and Development Office. We are also grateful to the Friends of Ely Cathedral, who are invaluable supporters of the work we do.

**Future** - At an operating level (i.e. before any of these large exceptional costs or income), we again have budgeted to achieve at least a break even position in 2017. This is only made possible by the staff, volunteers and many supporters of the Cathedral, to whom we owe a debt of gratitude.

Please note that the full 2016 Annual Report and Audited Accounts are available on the Cathedral Website.

Alison Binstead, Director of Finance



# Finance Analysis 2014 - 2016

## Ely Cathedral

### Analysis of consolidated income and expenditure (net incoming resources) for 2014 - 2016

	2014		2015		2016	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>						
<b>Ministry and Worship:</b>						
Congregational giving	243		230		244	
Appeals and fundraising	357		381		450	
Church Commissioners' grants	158		143		148	
Other grants	305		444		1045	
Event Charges and fees	286		307		224	
Legacies	10		416		577	
		1359		1921		2688
<b>Income generation:</b>						
Visitor income	557		561		564	
Ely Cathedral Enterprises Limited	1254		1294		1328	
		1811		1855		1892
<b>Investment and property:</b>						
Property income	344		340		343	
Investment income	278		286		331	
		622		626		674
<b>Total income</b>		<u>3792</u>		<u>4402</u>		<u>5254</u>
<b>Expenditure</b>						
<b>Ministry:</b>						
Worship and Outreach	( 898)		( 900)		( 920)	
Education	( 188)		( 210)		( 211)	
		( 1,086)		( 1,110)		( 1,131)
<b>Cost of generating funds:</b>						
Cost of facilities for visitors	( 204)		( 213)		( 239)	
Cost of Ely Cathedral Enterprises Limited	( 1,030)		( 1,055)		( 1,077)	
Support and Governance costs	( 164)		( 128)		( 136)	
		( 1,398)		( 1,396)		( 1,452)
<b>Property, Investments and project management:</b>						
Upkeep and maintenance of Cathedral and Grounds	( 574)		( 577)		( 624)	
Major restoration and repair work	( 228)		( 743)		( 497)	
Investment management and costs	( 149)		( 150)		( 153)	
		( 951)		( 1,470)		( 1,274)
<b>Total costs</b>		<u>( 3,435)</u>		<u>( 3,976)</u>		<u>( 3,857)</u>
<b>Net surplus for the year</b>		<u>357</u>		<u>426</u>		<u>1,397</u>

Please note: these figures do not include realised or unrealised gains and losses on investments.



# Operations

The Operations Department may not always fulfil the most glamorous of roles, but it does play an important part in promoting the Cathedral's core values.

## **Worship**

Central to the Operations Department are the Vergers, whose fundamental core purpose is to facilitate the Cathedral's Worship. In pursuit of Chapter's goal of maintaining the highest possible standards in an ever wider range of worship styles, the Vergers' Team underwent structural changes during 2016. With the departure of one of the team, the new role of Head Verger and Cathedral Floor Manager was created, supported by a Deputy Head Verger and a team of one full time and two part time Vergers. Additionally a pool of voluntary Bedesmen and Cathedral Stewards provide invaluable support to ensure that Worship continues uninterrupted no matter what other events are taking place in an increasingly busy building.

## **Outreach**

There were a number of notable successes during 2016, including the February Lettering Exhibition, the innovative Candlemas Experience and The Big Christmas Tree: Lights Switch-On!, which attracted new audiences, helping us to build a closer relationship with the people of Ely and beyond. The Department also supports the work of colleagues in Education towards the strategic goal of providing opportunities for discovery and learning, by helping to facilitate activities ranging from Diocesan Schools' Days, to visits by school groups, to the increasingly popular drop-ins.

## **Welcome**

We continue to explore ways to improve our Welcome to all users of the Cathedral. During the year we welcomed

100,000+ visitors to the Cathedral as tourists and many more as audiences and congregations attending over 20 major concerts, Graduation ceremonies and services too numerous to count. The appointment of the new Visitor Experience Manager and the focussing of the former Deputy Operations Manager's role on Concerts and Hospitality at the end of 2016 were both major steps in our strategic 'Welcome' objectives of improving and enhancing the visitor experience, increasing non-worshipper visitor numbers and promoting the Cathedral as a concert venue.

## **Care**

Important to the work of Operations are Care of the Cathedral building and contents and the community of people using it. During 2016 work continued on the second stage of the major re-wiring project and the staff and volunteers have worked hard to maintain the daily life of the Cathedral with as little disruption as possible. The Cathedral relies heavily on dedicated Volunteers who give their time freely and without whom we couldn't achieve all that we do. Members of the Department are playing a significant part in fulfilling Chapter's aim of ensuring that Volunteers and Staff feel valued and cared for. We have been actively engaged, for example, in establishing robust Safeguarding policies and procedures. This has provided the impetus for developing a more uniform and robust strategy for recruitment, training, care and development of Volunteers across the organisation. These are important steps in building a more closely interlinked community of Cathedral Volunteers who feel valued and contribute fully to the life of the Cathedral at this exciting time.

Chris Flatman, Director of Operations



# Communications and Commerce

## **Worship**

In 2016 we renewed our objective of improving awareness of Services and Worship at Ely Cathedral. The use of social media continued to be a useful tool in reaching a wider, younger audience and this was particularly highlighted at Christmas with a targeted campaign which attracted over 600 people, including many local families, to the inaugural Christmas Tree Lights Switch On service. We worked alongside the Development team, the Ely Diocese and the Church of England on the 'Joy to the World' media campaign to promote Christmas services and events at churches and Cathedrals across the country. Our Twitter and Facebook pages started to have regular contributions from clergy via #thoughtfortheweek and we significantly increased posts on worship and liturgy. Our well established relationships with the press, combined with an increased presence on local radio, resulted in a greater awareness in the local and national media of our major liturgical events.

## **Outreach**

We have continued to promote the Cathedral Residents' Pass which enables those who live within the CB6 and CB7 postcode areas free access to the Cathedral. Ely Cathedral is currently represented on a number of community groups, local government initiatives and leading consortia within that tourism sector. Our involvement at this level has helped increase our influence and built better relationships within these core areas.

## **Welcome**

In 2016 we welcomed well over 100,000 visitors and, while we are always striving to increase this, our focus turned more towards the experience we give people while they are here. As part of this strategy, we started work on a project with York University using new touch-screen

technology to bring an innovative and exciting digital media experience that will be available to our visitors in 2017. 2016 was another successful year for events and concerts drawing in an additional 35,000 people. The Christmas Fair, now in its 5th year, welcomed nearly 20,000 visitors in just two days. Our Spring Exhibition '*In the Beginning was The Word*', attracted several thousand people with a fascinating collection celebrating the art of letters in the form of calligraphy, print and carving. The summer concert in June, to celebrate the 10th anniversary of three of our choirs, included special guests Lesley Garrett and John Rutter, both Music Patrons. Another Music Patron, Aled Jones, also performed alongside the choristers as part of a national tour.

## **Care**

This is probably the area that concentrates the mind of this department first and foremost. We are acutely aware that the revenue we generate helps to fund many aspects of the work, activities and upkeep of the Cathedral. As in previous years, our strategy is to achieve this by developing our existing revenue streams and generating new ones. Ely Cathedral Enterprises Ltd, which encompasses the two shops, the Refectory Café and The Almonry, plays a significant role in this area and, alongside admissions, are responsible for providing much needed revenue. In recent years we have seen an increase in the demand for private hire, filming and large scale events, yet we are equally aware we have a duty to protect the integrity of the building whilst enabling everyone to experience and enjoy the Cathedral in any number of new and exciting ways.

Lesley Ann Thompson, Director of Communications & Commerce



# Development



## **Worship**

We started the year with a spectacular new event to mark the feast of Candlemas. This celebrated the Cathedral's choral tradition and welcomed many new visitors to the Cathedral: 436 people attended, including 90 Order of St Etheldreda members and their guests. 40% of our audience had not attended a Cathedral event before.

On the Music front, a very generous gift has now fully endowed the Quanea Choristership. The Lantern Choristership fund has increased to over £60,000. The Friends of Ely Cathedral are contributing £5,000 a year in support of a Chorister, and the national charity, Friends of Cathedral Music, awarded a further £25,000 towards Chorister Endowment. The Chorister Benefactors Service of Thanksgiving continues to be popular, with 14 Choristership donors and their guests among those attending the September service. We highlighted mission and music through a YouTube campaign on Candlemas, and a special "Twelve Days of Christmas". By year end this had 323 UK and international subscribers with 31,549 views.

## **Outreach**

This year we supported Education through the Science Festival planned for 2017. £10,000 was received from the Templeton Foundation for the Festival, and £8,000 from the Keswick Hall Charity for a schools art exhibition. We also contributed to enhanced interpretation of the Cathedral through a 3D Digital Model, the cost of which was met by The Friends of Ely Cathedral and a local trust. The many layers of the Cathedral's story will be opened up in a vivid and engaging way for primary and secondary school visitors as well as adults.

## **Welcome**

The programme of events for our special membership group, the Order of St Etheldreda, included the Annual Dinner on 3 May attended by 80 members and guests, and the Summer Drinks Party on 23 June, which despite atrocious weather attracted 90 guests. An exciting programme is planned for 2017, the 25<sup>th</sup> anniversary of the Order.

## **Care**

Ely Cathedral Trust (Reg Charity No 264803) was established in 1972 as the charitable arm of the Cathedral. The Development office works to support the Trust Fund in providing finance to maintain and enhance the historic fabric of the Cathedral, to sustain our Music tradition and grow philanthropic income streams to secure Ely Cathedral's future. Major grants for fabric in 2016 have included £150,000 from the First World War Centenary Cathedrals Repair Fund for the second phase of emergency rewiring on the south side of the Cathedral. From the same fund we were awarded £500,000 for urgent renovations to the South Nave Aisle. Ely Cathedral is among the top 12 cathedrals receiving over £1m in total from this fund. A local trust very generously contributed £815,000 for purchase of the new Grace Building, and pledged over £30,000 for smaller Cathedral projects. Legacy gifts from members of the Order of St Etheldreda totalled £520,000.

Helen Bright, Director of Development



# Friends

The Friends' exists to support the Cathedral and we are pleased to contribute to this Report and show how we fit the Cathedral core values. 2016 was an especially busy year since we celebrated our 80<sup>th</sup> Anniversary.

## **Worship**

Attendance at worship is not a requirement of being a Friend but many Friends consider it important, if not essential. During 2016 we invited Friends to Evensong before the Anniversary Dinner and the New Friends' Evening as well as on Friends' Day when the Bishop of Ely preached at our special Festal Evensong. We were pleased to be represented at the annual Chorister Service since we are sponsoring a Chorister for £25,000 over five years.

## **Outreach**

Friends try, by word of mouth and gentle publicity, to draw into the Cathedral community people who may not otherwise get involved. It is satisfying when occasional visitors join The Friends, and when distant or overseas visitors join in order to keep in touch with our magnificent Cathedral. The Friends' notice board in the nave, and the Friends' stall at the Christmas Fair, offer additional ways for people to learn about us. We know that many people already involved with the Cathedral are not Friends but we hope that one day they may be persuaded to join! The Friends' Yearbook and Newsletters are other means of outreach and are appreciated by our 2,000 members. We also produce Friends' Christmas Cards. Volunteers pack these, to reduce costs, and they make several thousand pounds profit.

## **Welcome**

We aim to be welcoming and friendly and all our events are open to Friends and Guests. 2016 Events included: Farewell Desert Island Discs for Canon Alan Hargrave, Son et Lumiere, Special Anniversary Dinner, New Friends' Evening, Outing to Leicester Cathedral, Antiques Afternoon and Quiz Evening. We were also delighted to welcome Revd Richard Coles as Guest Speaker at our Friends' Day AGM. One noticeable thing about Friends' events is that people are comfortable to attend on their own. There is good camaraderie and friendship and we try to make them happy occasions.

## **Care**

Friends care about the Cathedral! 2016 gifts from The Friends included £19,200 towards the digital modelling project and £25,000 towards the rewiring project. Friends also donated to an Anniversary Gift for the Cathedral though delays mean that details are still being finalised. Amazingly in the last five years total gifts from The Friends to the Cathedral have totalled £495,55, i.e. nearly half a million pounds. Our annual membership fee is a nominal £15 but it adds up, especially when legacies and fund-raising are included. Finally, The Friends is, of course, a friendship group and we are Friends to each other as well as the Cathedral. Friends are a brilliant set of people and credit must go the Friends' Council and Social Committee for the support and encouragement they give the organisation. If you would like to get involved with The Friends, in any way, then please contact me or Helen Merrick, Chair of Council, or any Friend.

Suella M. Hunting, Friends' Officer



# Ely Cathedral Centre

Since returning from a year's maternity leave in June, I now job share the running of the Centre with our new Centre Assistant, Rebekah O'Driscoll. Rebekah who has settled in well and is getting to grips with the quirks of life at the Centre. Over the last year we have been challenging our processes and procedures. It is helping to bring the Centre more into the Cathedral 'family' and utilise previously missed opportunities to improve our contribution to elements of the Cathedral's Mission: Welcome, Outreach and Care.

## **Welcome**

The Centre continues to welcome a diverse range of commercial, community and cathedral based (in-house) groups. Bookings reached a healthy 813 in 2016 which consisted of 150 different types of groups, contributing to an estimated footfall of 17,597 coming through our doors! A detailed analysis of our users in 2016 enabled us to breakdown our clients into four main categories; Commercial (31%), Community (32%), Internal Cathedral (29%) and External Cathedral (8%). This indicates how effectively the Cathedral Centre is serving the demands of these groups equally, helping to maintain a balance of raising revenue through working with local businesses while providing a vital resource for the wider community and the Cathedral itself.

## **Outreach and Care**

Customer care is the most obvious form of care to be found at the Centre. Not only do we support groups professionally during their meeting but also through providing a 'softer' form of support like a cup of tea, a non-judgmental ear or a friendly word in a safe and unthreatening environment. We continue to support a number of vulnerable groups in the local community

such as the Dementia Café, Ely Milks Breastfeeding Group and the Group Therapy Centre. Feedback from customers and the high percentage of long term or repeat bookings suggests that we must be doing something right!

Our website, [www.centre.elycathedral.org](http://www.centre.elycathedral.org) continues to be an effective outreach tool for the Centre and a definite draw for our corporate bookings. We have given new emphasis to our Facebook page which provides the ideal forum for community events. The reach of most of our posts is fairly modest with numbers increasing, particularly where we can link to the Cathedral's page to give us a wider audience. As we become more established we hope groups will share our posts to reach the local community more effectively.

Bookings continue to be varied, with community groups using the centre regularly. The Highfield Café is one of our good news stories. It is a social enterprise for Highfield students to gain real work experience at the Centre on a monthly basis by selling and serving their baked goods to their schoolmates and members of the public. Since it started in 2015 it has gone from strength to strength and has now produced an offshoot called 'Oak Tree Branches' which supports the parents of the children who run the café.

The K9 Café continues to grow and attracts new people each week. Through visiting the café one of our regulars found out about the Cathedral Christmas Lunch and so was not alone this year, she has also made contact with the Dementia Café held here showing the value of the Centre to the wider community.

Claire Mills, Centre Manager



# A Year in Pictures 2016



Friends' Day Lunch



Installation of Canon Jessica Martin



Annual Choristers' Pancake Race



Ouse Life Exhibition



Royal Anglian Regiment Association  
Service with The Duke of Gloucester



Ely Cathedral Business Group  
Brexit Hustings



Girl Choristers with  
Music Patron, Lesley Garrett OBE



'Festival of Carols' with Laura Wright



Gerard Stamp Art Exhibition



Candlemas



Annual Pet Service



Christmas Gift & Food Fair

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Ely Cathedral  
Cambridgeshire CB7 4DL  
Tel: (+44) 01353 667735

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