



Annual Review 2017

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



The Chapter of Ely Cathedral



Left to right | Canon Stephen Bourne | Canon Jessica Martin | Canon James Garrard | The Dean
Canon Hugh Shilson-Thomas | Canon Victoria Johnson | Canon Tom Green | Canon Tim Bellis | Canon Victoria Avery

Dean's Report

In the pages of this review you will once again read about the many exciting activities that have been happening in the Cathedral during last year. And there have been lots of them – from the atmospheric Candelmas event to the variety of activities that constituted the Science Festival; from the hustle and bustle of another Christmas Fair, to the ethereal lighting effects of Jayson Haebich's *Star of Bethlehem*. As the reports that follow show, the wonderful team here at the Cathedral have worked hard in new and imaginative ways to engage with widening and growing audiences as we seek to welcome people into the Cathedral and to *Joyfully proclaim the love of God in Worship, Outreach, Welcome and Care*. I wish wholeheartedly to thank everyone, all the paid staff and particularly the hundreds of volunteers who have made all this possible.

In the world's eyes we are a successful Cathedral – or at least a moderately successful one! Our finances are in good shape, the building is well looked after, numbers coming to events and big services are growing, we've had considerable success as far as 'hits' and 'views' are concerned on social media. The Christmas and Easter internet campaigns promoting and encouraging the worship and musical life of the Cathedral were highly commended and also saw us working collaboratively with the Diocese.

However we can in no way afford to be complacent. Chapter has worked consistently at its governance responsibilities and oversight of the critical areas

of finance, safeguarding and compliance as well as providing overall strategic direction. We said farewell to Sarah Squire who had served for four years on Chapter bringing considerable experience to bear in the areas of communications and leadership; we are hugely grateful for all that she did. In her place we have welcomed Vicky Avery, who is the Keeper of the Applied Arts at the Fitzwilliam Museum and also a member of the congregation. Vicky's experience in the art and museum world brings an extra dimension to our life which is going to be important as we move into the future.

The Masterplan that was published just over a year ago remains the touchstone for our strategic thinking into the future as far as the built environment is concerned, but we are approaching some of these things with a caution that is appropriate to our finances and the financial climate.

There are a lot of 'successes' that this report celebrates and I pay tribute again to everyone who has helped create them. We must never forget that these successes are however steps on a journey to revealing the wonder and glory of the love of God shown in Jesus Christ. The extent to which we show and share that love is what's really important, and something that is difficult, if not impossible to measure in secular terms; but for sure it will be built on a faithfulness in *Worship, Outreach, Welcome and Care*, and I hope and pray that that continues to underpin all our life together here.

The Very Reverend Mark Bonney, Dean of Ely





Congregation and Community

Worship

Worship is at the centre of all that we do, and we seek to grow our worshipping congregations. In 2017, the average Sunday attendance was 323 adults and 32 children, there were 368 people on our congregational roll with 12 new members. Midweek attendance at worship numbered 32 children and 600 adults. We again saw an increase in those who attended worship over Christmas and Easter. On Easter Eve and Easter Day 1341 people attended worship and there were 734 communicants across 6 services. During Holy Week, 1430 people attended worship. On Christmas Eve and Christmas Day, 4497 people attended worship with 890 communicants across 9 services. From the beginning of Advent to the 23 December 16,600 people attended Cathedral worship. In 2017, there were 21 Baptisms (of these 10 were of children under 1 year old, and 6 were adults) 10 Weddings, 2 Prayer and Dedication Services after Civil Marriage, 10 Funerals and 3 Memorial services.

Outreach

A major outreach event was Ely Cathedral's first Science Festival: *From Dinosaurs to DNA* including a major exhibition, art installation and schools art project, concerts, lectures, explosions, dinosaurs, daleks, and a memorable Science Festival Prom. Many events were targeted at children, families and working age people. The Festival's intention was always missional: reaching out to new demographics, dispelling myths about the church, putting Ely on the map as a Cathedral for science and making significant connections to local business, hospitals and universities. Over 14,000 people came to the festival making a significant impact on our visitor numbers in May and June (an increase of 37% on the same period in 2016) as well as 1700 local school children from over 30 schools.

Welcome

This year our work has highlighted the importance of how we welcome those who are new to faith and new to the Church and to the Cathedral. Local people will respond in great numbers to invitation and increasingly see the Cathedral as a welcoming community space. We are more aware that how people are welcomed into the Cathedral is a key factor in whether they will return. We continued to diversify worship through the year ranging from the Christingle, Crib and Christmas Tree Services, to the annual Pet Service, Space, a Science Festival Eucharist, and a day exploring prayer, all intentionally missional and bringing new people into the Cathedral for worship and prayer.

Care

We expressed our care as a community by donating to various charities including St John's at Hackney, Zanzibar Cathedral, Ely Foodbank, The Church Urban Fund, The Disasters Emergency Committee, Emmaus Cambridge, Christians Against Poverty and the Children's Society. The Community Forum, continued to be developed as a positive and welcoming place to find out more about the life of the Cathedral. Within the Cathedral, care and prayer was offered daily for those in need at the 8am Eucharist and Evensong, and communion was taken to members of the congregation at home if requested as well as home and hospital visiting through our network of Priest Vicars, the Pastoral Care Team and Healing Ministry Team, in addition to the many other networks that exist to help us build a caring Christian community. The Cathedral continued to review Safeguarding Policy and Procedures to make this a safe place for everyone and worked very closely with the Diocese on rolling out new on-line training for all volunteers and staff.

Canon Victoria Johnson





Music and Liturgy

Worship

2017 was a year in which the vast variety of things done under the aegis of the Liturgy and Music department continued and during which much of a collaborative nature was developed. We saw increased numbers at our Christmas services and events, to which in recent years new activities like the Christmas Tree light-up service have been added, welcoming several hundred people to this brief but popular act of worship. The contribution of the Ely Imps, our Boy and Girl Choristers to services like these – alongside we should mention the Christingle, and the two Crib Services – is a vital part of their appeal and with the more traditional Carol Services and the Eucharists celebrated at Midnight and Christmas Morning there must have been well over 4000 people whose marking of Christmas was enriched by the whole range of our musical provision.

The business of recruiting choristers is an ongoing and never ending process, and it is one which consumes a huge amount of attention for our musicians, in collaboration with the Choir House and junior school staff. The boy choristers have been joined by a significant more junior element – those who begin in Year 3 and sing and rehearse to their own timetable without boarding before becoming boarding Probationers in Year 4. It has been a delight to welcome them and to see them develop their singing and contribution to the daily round of worship which is at the heart of our corporate life.

In October the 500th anniversary of the Reformation was marked by a celebration of the 1549 order for Holy Communion – the first version of what became the ‘Prayer Book communion’; over the same weekend the

Cathedral hosted the National Conference of Friends of Cathedrals, Abbeys and Greater Churches which was greatly appreciated by all who attended. It was a particular privilege for me as Acting Dean to be part of the Etheldreda Eucharist and Evensong at which new Honorary, Ecumenical and Lay Canons were installed and new members were admitted to the Foundation – including a Cellarer for the first time since the dissolution of the monastery at the Reformation.

I am hugely grateful to all our choirs and 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). We bade a fond farewell to Alex at the end of the summer term, very sad to see him leave. We were delighted to welcome Aaron Shilson his successor at the beginning of the Michaelmas Term. I also thank Edmund and Sarah warmly for the extra responsibilities they took on during Paul’s sabbatical term.

Outreach, Welcome and Care

Much of our activity can also be categorised under this heading as well. Many special services like the biennial Transplant service at which those who have received organs and donor families come together to give thanks for their loved ones, for restored health and for the skill and dedication of doctors and nursing staff; the High Sheriff’s Justice Service and evensong attended by the C.S.Lewis institute, a service for the charity Children in Distress which has much local support name only a few to add to those already discussed above.

Canon James Garrard



Education and Outreach

Worship

Tailored sessions for worship are part of the offer from the Education department to schools. St Bede's School regularly bring a whole year group to the Cathedral for a reflection day, culminating with a whole school Eucharist. There is an increasing demand for whole school Christmas services and in addition King's Ely, Highfields Special School, Lantern Primary, Ely St Mary's Junior School and the Pre-school alliance held services in December 2017.

Outreach



One of the department's success stories in 2017 is the increase in the number of children coming to the holiday drop-ins – almost double those of 2016. The weekly themes provide inspiration for new activities, most now supervised by Education Guides. In October, the Anglo-Saxon theme was developed with Ely Museum to include a

walking story tour about Hereward and the Siege of Ely.

The number of children and young people taking part in school visits and other Education Department events has remained steady over the past two years, around 10,000. Following a successful recruitment and training process for Foreign Language Group Guides, another 2000 young people have had tailored tours this year, led by both new and experienced Guides.

School activities focussing on religious education and history are very popular. We continue to look at other areas in which we could support primary and secondary schools and respond to requests from schools for new sessions. For example, a class visited in October after reading the book *Floodland* by Marcus Sedgewick, whose heroine seeks sanctuary in the Cathedral. The school children explored places mentioned in the book, acted out scenes and completed sketches to develop back in school.

Welcome

The Education Department is fortunate to have the use of the ground floor rooms in Powcher's Hall and staff and pupils alike are appreciative of a separate, warm place to eat lunch and have workshops, particularly after a cold Cathedral tour in winter.

We are making plans for additions to St Catherine's Chapel to provide a more welcoming, child-friendly space for all visitors and hope to submit a grant proposal for funding in 2018. This could include wall hangings illustrating the history of the Cathedral, interactive prayer stations and children's activities.

Care

We are committed to providing a safe and caring environment for children and young people. All Education staff and Guides have DBS checks and safeguarding training. Our Learning Outside the Classroom award indicates to schools that we have stringent safeguarding and risk assessment procedures in place.

Nicky Ayscough, Director of Education



Worship

Adult learning opportunities around worship have included the 'Reformation weekend' 2017. The Cathedral marked the 500th anniversary of Luther's publication of his 95 Theses with themed worship and events between 27 and 29 October. On Friday 27 there was an Evensong with readings from the Geneva and Douai translations of the Bible, followed by an excellent and well-attended lecture from Professor Eamon Duffy comparing these two translations (one reformed, one Catholic). On Sunday 29, our morning Eucharist, was celebrated by the Bishop according to the 1549 Book of Common Prayer, the earliest reformed service in English, with a sermon guiding us about the devotional insights of this particular liturgy. During August and September three ordinands and a curate came for placements of between one and three weeks, immersing themselves in daily worship - along with as many other aspects of Cathedral life as they could shoehorn in! The experience was enriching not only for them but for us as well, bringing fresh insights about 'how we do things' which were very valuable.

Outreach

In October 2017 the annual Ben Jupp Amnesty lecture was given by Terry Waite to a packed and receptive audience, and was a great success. At the same time the Cathedral hosted a powerful photographic exhibition of refugees throughout the twentieth and into the twenty-first century, part of the Amnesty 'I welcome' initiative. A little later in the same month, the Ely Cathedral Business Group presented their annual 'Autumn Discussion' on *Local Brexit Summit: Beyond the Politics and into Practical Action*. This did exactly what it said on the tin, and its panel, representing an impressive range of business expertise, offered a more lucid take on the practical impact of the Brexit state of play than I'd heard anywhere else before (or since).

I visited Hackney St John to meet Al Gordon, its new

Rector, to preach at a service and to get a feel for the set-up and new context our link parish is in. I discovered that there are a host of new initiatives projected for the next phase of that church's life and witness. We hope to strengthen the link further with other kinds of visits and mutual assistance. We ran a 'Pilgrim Course' in Lent and a home-grown course in Advent, 'The Poets' Vision of God' on poetry and devotion, which proved very popular. We will build on arts-based devotional and theological exploration in the future. Christians Together in Ely changed its structures to become a looser federation, but came together for the Week of Prayer for Christian Unity and for the 'Walk of Witness' on Good Friday.

Welcome and Care

Following a fascinating workshop presentation on pilgrimage and visitor experience drawing on research at York University, we moved towards more permeable boundaries between 'tourist' and 'worshipper', for example putting out dedicated chairs towards the back of the nave for visitors to enjoy the service without feeling they have to be particularly 'in' or 'out'. Some volunteer structures changed to cope with larger visitor demand, and 'customer service' training was offered to front-facing volunteers. Twilight pilgrimage tours were offered in August and from time to time across the year specific groups have come as pilgrims and been devotionally guided: 'Christians Aware', Anglia Ruskin university students and Sudbury parish church, for example. The Christmas Community lunch team, ably headed by Tabitha Griffin, Sallyann Ford, the 'Crucial Cuisine' team and other key volunteers, put on a marvellous lunch for a record number of guests, hosting 150 people in the Lady Chapel on Christmas Day.

Canon Jessica Martin



Fabric

Welcome and Care

2017 has seen the completion of the second phase of rewiring works to the Cathedral, thanks to a further grant received from the First World War Centenary Cathedral Repairs Fund. During this final phase we were able to address the replacement of the remaining areas of deteriorated copper-clad cable within the south side and west end of the building. In addition to this, triforium-edge lighting was replaced with LED lights, thanks to a generous donation from a private donor. This has improved these areas dramatically, rendering them better-powered and lit, and more user and visitor-friendly.



*Project Architect, Claudia Marx,
examining the newly levelled central section
of the South Nave Aisle roof
as re-leading progresses from the west*

We were also fortunate, in 2017, to receive one further grant from First World War Centenary Cathedral Repairs Fund, in the last round of such grants offered.

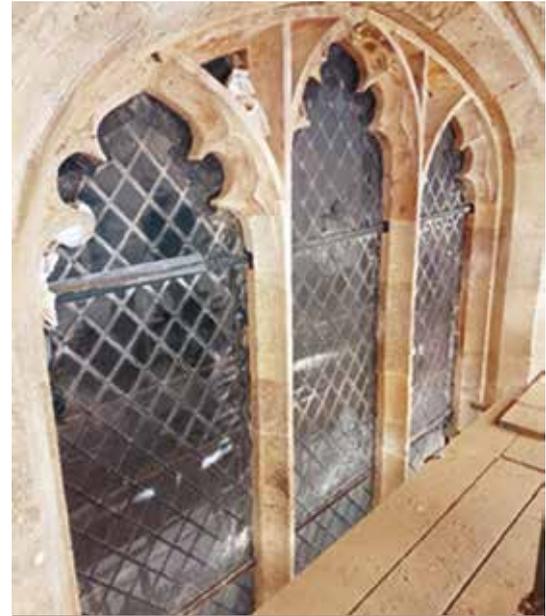
This, in addition to a generous grant from the Headley Trust and a local trust has enabled us to commence works on the South Nave Aisle re-roofing and repair project, beginning at the end of July with the erection of a substantial external scaffold extending from the junction of the nave with the South-West Transept, to the junction with the South Transept. We have thus gained rare access to the aisle roof and external face for vital repair and restoration work. Internally, within the Stained Glass Museum, another scaffold has been built carefully around the exhibits, to support a platform just below the roof timbers, which has allowed inspections and repairs to take place, plus extensive glazing works to the windows, all undertaken whilst the museum remains open to visitors.

This was a very welcome opportunity to tackle the deteriorating roof over the Stained Glass Museum, whose many leaks had become more than a mere inconvenience, to overhaul the glazing and rain water goods, and to repair and conserve many hard-to-reach areas of the exterior stone elevation. We are grateful to the Bishop and his staff for access into the gardens for preparation work and scaffold erection. We are also grateful for all the Cathedral's users, worshippers and visitors, and of course the staff of the Stained Glass Museum, for their patience during this extensive project.

Within the Cathedral precinct, we saw the completion of the Grace Building refurbishment (6-8 High Street), which is now used by the Diocese of Ely Multi Academy Trust as their offices and base. We are pleased to be in such close proximity, which enables a closer shared use of the Cathedral building for our combined outreach goals.



Triforium window before cleaning and repair



Triforium window after cleaning and repair

Further anti-pigeon measures were put in place in 2017, the most significant being the netting of the west window and concealed Galilee Porch roof. This has dramatically reduced the amount of pigeon activity and roosting in this area, which had seen an unprecedented increase in 2016. Further areas are to be addressed with netting in 2018 to continue with our efforts in the care of the Cathedral and its users.

Failing lime plaster on the internal south wall of the South Transept has been carefully removed, the rubble stone walling beneath recorded, and the plaster reinstated. This has both improved the appearance of this area, and has consolidated the remaining historic plaster that survives here.

As ever, future projects are in the planning and preparation stage and we are seeing the fruition of much of the preparation work carried out in 2017 in the form of the Processional Way paving project, and all permissions for the precinct hard standings and North Range (north elevation) restoration works, amongst others.

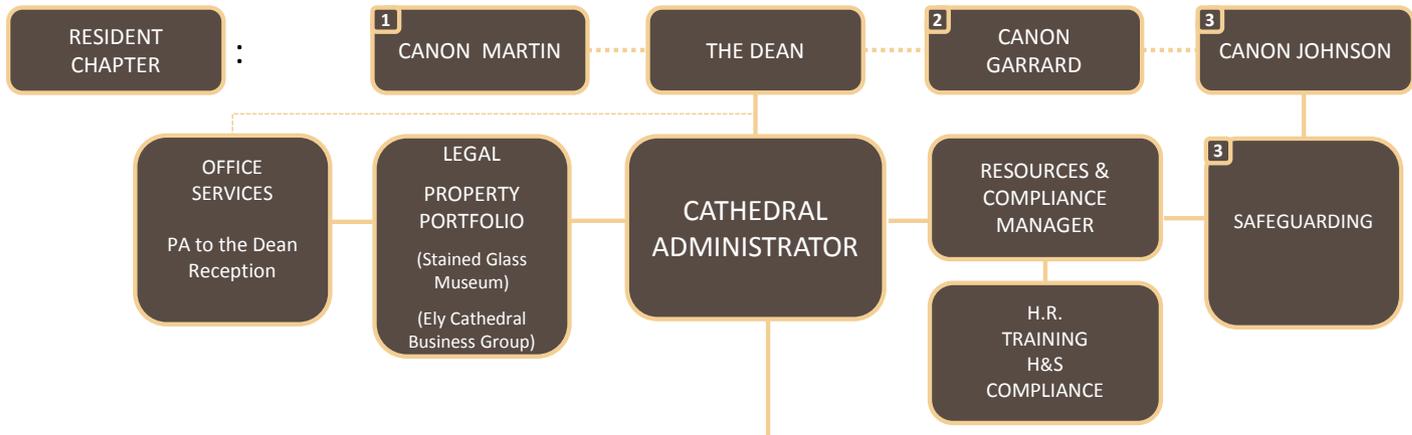
Maintenance of Cathedral properties and outdoor spaces also continues behind the scenes, keeping the residential buildings, restaurant, café, administrative buildings, the Cathedral Centre and the surroundings in good order, maintaining a welcome for all who visit us here.

Vicki Roulinson, Director of Works

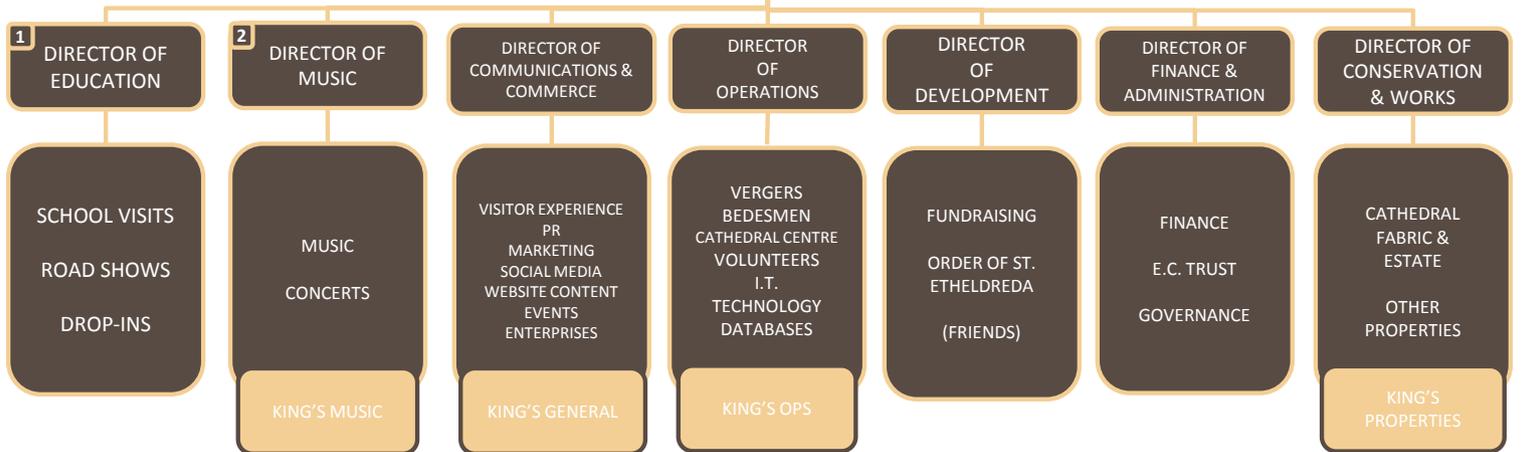


How We Work

CATHEDRAL MANAGEMENT STRUCTURE



SENIOR OPERATIONAL TEAM



The numbers 1,2 and 3 in the boxes signify line management relationships between the Clergy and the Operational 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 31st December 2017 the group made a combined surplus of £187,000 compared with £1,397,000 in 2016. Both of these figures exclude the net gains (realised and unrealised) on investments and asset revaluations.

The large difference in surplus this year has, in the main part, been due to the extremely generous donation of £813,000 in 2016 from a benefactor, in order to purchase the freehold of an investment property which is in a strategically important location for the Cathedral. It has been named The Grace Building and is situated on the High Street in Ely. We spent a significant amount of time and money on the property in 2017 as it was tired and needed a lot of work. We are delighted that, once completed, we have rented two floors to the Diocese of Ely Multi-Academy Trust (DEMAT) and the whole of the property is now fully let on a commercial basis.

In 2017 our net gain on investments was £796,000 across our group portfolio. This is a great situation to be in and we now have a total of over £10 million in investments, excluding property. But we need to be cautious, as financial uncertainty may well erode this gain in 2018. Our group balance sheet has continued to grow and had £14.76m of net assets at the 31st December 2017. We still have a healthy cash balance but we are mindful of maintaining this situation, given the possibility of difficult times ahead in the economy.

Income

We are extremely grateful for the congregational giving, both within the Stewardship scheme and other areas of Cathedral life. An increase in paying visitors in 2017 has happened alongside our commitment to open up the free passes to a wider community to include all full time students in the Diocese.

Ely Cathedral Enterprises made a net contribution of £236K (2016: £251K), which is extremely important to us, 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 2017 to receive further significant grants towards urgent repair work, much of this coming from the First World War Centenary Cathedrals Repair Fund. We have completed our rewiring work and our repair work on our South Nave Aisle Roof is in progress.

Expenditure

The Cathedral's Fabric and Music are key elements of our spending programme. These, together with our growing Educational activities, are supported by the income-generating work of the Cathedral as well as Fundraising by the Trust and Development Office. We are equally grateful to the Friends of Ely Cathedral who are invaluable supporters of the work we do.

Future

As far as we are aware, the WW1 funding scheme is not to be extended, so some potentially urgent repair work to our world-famous Lantern will need to be paid for. 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 2018. We have managed to do this while continuing our pledge to achieve the Living Wage Foundation rates over the next few years. This is a significant financial investment for our organisation, but a very important one. The 2018 Flower Festival is a massive project both for the staff and the volunteers and one that should contribute financially to the running of the Cathedral, as well as a positive reputational impact. Please note that the full 2017 Annual Report and Audited Accounts are available on the Cathedral Website.

Alison Binstead, Director of Finance



Finance Analysis 2015 - 2017

Ely Cathedral
Analysis of consolidated income and expenditure (net incoming resources) for 2015 - 2017

	2015		2016		2017	
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Ministry and Worship:						
Congregational giving	230		244		241	
Appeals and fundraising	381		450		297	
Church Commissioners' grants	143		148		147	
Other grants	444		1045		487	
Event Charges and fees	307		224		287	
Legacies	416		577		112	
		1921		2688		1571
Income generation:						
Visitor income	561		564		594	
Ely Cathedral Enterprises Limited	1294		1328		1349	
		1855		1892		1943
Investment and property:						
Property income	340		343		380	
Investment income	286		331		332	
		626		674		712
Total income		<u>4402</u>		<u>5254</u>		<u>4226</u>
Expenditure						
Ministry:						
Worship and Outreach	(900)		(920)		(953)	
Education	(210)		(211)		(217)	
		(1,110)		(1,131)		(1,170)
Cost of generating funds:						
Cost of facilities for visitors	(213)		(239)		(282)	
Cost of Ely Cathedral Enterprises Limited	(1,055)		(1,077)		(1,113)	
Support and Governance costs	(128)		(136)		(144)	
		(1,396)		(1,452)		(1,539)
Property, Investments and project management:						
Upkeep and maintenance of Cathedral and Grounds	(577)		(624)		(662)	
Major restoration and repair work	(743)		(497)		(508)	
Investment management and costs	(150)		(153)		(160)	
		(1,470)		(1,274)		(1,330)
Total costs		<u>(3,976)</u>		<u>(3,857)</u>		<u>(4,039)</u>
Net surplus for the year		<u>426</u>		<u>1,397</u>		<u>187</u>

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



Operations

The Operations Department plays an important part in furthering the Cathedral's core values, facilitating a busy calendar of events and services and working towards gradual improvements to the supporting infrastructure.

Worship

2017 was another busy year, striving for the highest standards of presentation in the growing range of worship styles offered by the Cathedral. There were a number of new initiatives this year, including the Big Christmas Tree Lights Switch On Service, the Big Pancake Party, the Messy Church Science Launch and Sunday Sing! There were also a number of major Special Services including two Ordination Services, the High Sheriff of Cambridgeshire's Justice Service and the annual Animal Service. The team of Vergers, Bedesmen and Stewards played a major role in ensuring that Worship continued no matter what other events were taking place in an increasingly busy building.

Outreach

As Chapter policy continues to reach out to the wider community, the Department facilitates a growing number of major events hosted with the intention of drawing people into the Cathedral who might otherwise never enter. One of the highlights in 2017 was the hugely popular and successful Science Festival. The Team ensured that a busy programme of events, activities and services during the month long Festival ran smoothly and safely, enabling us to welcome into the Cathedral many people who would not normally have encountered us. Events such as the T-rex & Dino Dig day and Dr Bunhead aimed at young families attracted new audiences and enabled the Team to discover new skills, (e.g. my hitherto hidden talent as a velociraptor puppeteer).

Welcome

We are always seeking ways to provide facilities that will

enable us to offer a better welcome. During the course of the year we spent a great deal of time working towards the implementation of a new Box Office and Ticketing system to replace the current Patron Edge software, which is nearing the end of its life. Following exploration of the options on the market and a lengthy tendering process, we have recently signed a contract with Spektrix to provide a flexible, web-based system which will be user-friendly and fully mobile, enabling us to offer a more efficient and friendly welcome especially at large scale events such as the Christmas Fair and the Flower Festival. We hope to go live on the new system in April 2018.

Care

Our staff and volunteers are tasked on many different levels with the care of the Cathedral building, its contents and the people using it. The Department is responsible for the administration of the Cathedral's safeguarding policy and in the past year we have continued to update and improve safeguarding procedures and recruitment / training processes for staff and volunteers. We have also managed the latest phase in CCTV expansion, increasing coverage for the safety and security of the building and its users. With recent increases in terrorist activity, the need to provide appropriate training and support for staff and volunteers becomes ever more important. During the course of 2017, we were one of the founder members of a national Cathedrals Security Group, giving us immediate, accurate notification of developments from National Counter Terrorism Agencies and professional advice with access to shared experience and wisdom from other Cathedrals. This has enabled us to formulate an effective, proportionate response to changes in the national threat level and provided valuable material for our ongoing training programme to provide a secure and welcoming environment in a building open to all.

Chris Flatman, Director of Operations



Communications and Commerce

Worship

We have seen a significant increase in awareness surrounding worship and liturgy at Ely Cathedral and this is particularly highlighted in our use of social media as a tool to reach a younger and more global demographic. #thoughtfortheweek has an ever increasing following and we have been particularly encouraged by a visible growth in numbers at many of our key services such as Easter Day. This was a result of increased publicity and new initiatives like the Easter Egg hunt. We have continued to build good relations with the Religious media, and welcome the interest we have received from BBC Radio Cambridgeshire and the local press on many activities surrounding liturgy and worship.

Outreach

We continue to build strong relationships with external organisations and key stakeholders. It is encouraging to see that the Cathedral's opinion is valued in the community such as the City Council Forum. We have a presence on the board of Visit Cambridge and are actively involved and represented in various other organisations, government initiatives and consortiums across the county. Our communication with the Cathedral community is equally important and in the autumn we rolled out a new quarterly magazine, *The Octagon*, with the aim to provide a more insightful and a more detailed publication for our readership. In 2017 Ely Cathedral was featured in the national press several times including *The Daily Telegraph*, *The Times*, and the *Church Times*. Our relationship with local TV and Radio has continued to develop with new requests to cover special events or film the Choir. Nearly 3000 Residents' Passes have been distributed and we have extended this initiative to include all students engaged in higher education across the Diocese.

Welcome

In 2017 we welcomed an additional 10,000 visitors through the doors. The introduction of a Visitor Services Manager has enabled us to focus on the experience and welcome we provide. Updated information and notice boards have also been introduced. 2017 saw a particular busy and fulfilling events calendar: *The English Cathedral* exhibition by Peter Marlow appealed to over 5,000 visitors while our inaugural *Science Festival* with its programme of speakers, unusual exhibits and activities, attracted over 14,000 people including many children and families. The *Christmas Fair* proved to be as popular as ever in addition to raising awareness of the many services, concerts and events taking place at the Cathedral over the Christmas season. We were very fortunate to secure a unique laser art installation over Advent and Christmastide, *The Star of Bethlehem*.

Care

While income generation is not our sole focus, the Communications and Commerce team are highly experienced, dedicated individuals who understand the business need to generate enough funds to keep the building operational. Ely Cathedral Enterprises have continued to maintain vital income despite a challenging year for retail across the UK. We aim to build on this success while meeting our values and reputation for providing hospitality and welcome. In recent years we have seen an increase in demand for private hire and filming in addition to the numerous large scale events that are proving so popular. While we appreciate these opportunities and all that they offer, we also understand our responsibility to care for the building and those who visit and worship here.

Lesley Ann Thompson,
Director of Communications & Commerce



Development

Worship and Welcome

Our year started with a repeat of the popular Candlemas event, with over 500 people attending. Tickets sold out and extra seating had to be put on. The snowdrops we wanted to use around Etheldreda's shrine – snowdrops traditionally being known as 'Candlemas bells' – failed to bloom in time, but our ever resourceful Flower Guild used white hyacinths instead.

2017 was exceptionally busy as we celebrated 25 years of the Order of St Etheldreda with a series of special events culminating with a Festal Evensong in December; launched the Lantern Choristership Fund which at year end had 56 new donors contributing an extra £8,000 a year to the Fund with almost as much again in one off gifts; helped Order member Martin Gent to present a special autumn concert Music for the Queen of Heaven which raised £12,652 for the Music Fund; and not least carried out the Youtube and Facebook film campaigns #LiveHolyWeek and #aChristmas Miracle, together with a Cathedral-wide team and the local community.

The Easter films achieved a reach of 1.2m people (the number of people seeing our content), with 300,000 views (people who have engaged by clicking and watching); and Christmas was even better with a reach of 6.3m people and 2.2m views. The films were generously supported financially by Ely Diocese and The Friends of Ely Cathedral.

Outreach and Care

In Fabric grants, £35,000 was received from The Headley Trust, and £80,000 from a local trust, both contributing to a total of £615,000 secured for the South Nave Aisle project. 2017 also saw the start of a trial of 'contactless giving' with a Tap and Pay box in the Cathedral. This offers an alternative to the traditional donation box, for the many people who carry less cash these days and prefer to use their contactless bank card.



We were delighted to support the Choir's ambassadorial role with the organisation of a special performance at Holy Trinity Brompton, Onslow Square, London, in December. Over 500 older people and their guests, including Chelsea Pensioners, attended a concert of Christmas carols. The effect of music in helping to relieve pain, depression and anxiety in older people is an ongoing field of research at The University of Roehampton, and the performance was filmed with a view to showing it in care homes as well as being available online to carers and researchers.

Helen Bright, Director of Development

Friends

The Friends' is a registered charity that exists to support the Cathedral. We do this in as many ways as possible and are pleased to contribute to this Report. Life in the Friends' Office continues to be busy - we had a record number of New Friends in 2017 and with our low annual subscription (£15p.a.) are keen to invite more worshippers and visitors to become Friends.

Worship

Many Friends are members of the regular Cathedral congregation whilst others appreciate the chance to attend a service before Friends' events. During 2017 we invited Friends to Evensong before the New Friends' Evening in June. In September we were delighted to welcome the Bishop of Huntingdon to Friends' Day when he 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. In October 2017 we hosted the National Conference of Friends of Cathedrals, Abbeys and Greater Churches. This Conference is held, in a different venue, every two years and we were glad that so many representatives attended. Ely music certainly lived up to its reputation.

Outreach

We continue to try to raise the profile of The Friends and hope you have seen our new notice-board in the nave. Most of our Outreach is by word of mouth. The Friends' Webpage, Yearbook and Newsletters are appreciated by our 2,000 members. We also produce Friends' Christmas Cards. Volunteers enjoy packing these, to reduce costs, and each year they make several thousand pounds profit. We are producing new Notecards for the Flower Festival and hope that these, together with the Friends' Bags, will help us raise funds as well as provide publicity.

Welcome

All our events are open to Friends and Guests. 2017 Events included: Three-in-One Evening with talk, display and evening tour, New Friends' Evening, Outing to St Alban's Cathedral, Quiz Evening, Star of Bethlehem Launch Evening. There was also Friends' Day with Prof David Jacques as AGM guest speaker and the Friends' Stall at the Christmas Fair. One noticeable thing about Friends' events is that people are comfortable to attend on their own. Further mention of the Friends' Conference must record how all the delegates commented on the warm welcome they received from the whole Cathedral community. There were 68 delegates from 37 Cathedrals and Abbeys.

Care

Friends care about the Cathedral and offer as much practical and financial support as possible. Gifts in 2017 included £40,000 towards the Courtyard project as well as £15,000 for sponsorship of the Christmas and Easter YouTube videos, Flower Festival and Cathedral Centre signage. In addition we gave £150,000 towards the new choirstalls. To date this is by far the largest gift that The Friends have given and it was paid from the interest on the Johnson bequest. Finally 'The Friends' is a friendship group as well as a support organisation and it is encouraging to receive messages from Friends worldwide who share in being supporters of this very special place. Thanks are due to the Friends' Council and Social Committee for their dedication to the organisation.

To learn more about The Friends, or get more involved, please get in touch with me (at the Chapter House) or contact Helen Merrick, Chair of Council, or any Friend.

Suella M. Hunting, Friends' Officer





Ely Cathedral Centre

Welcome

The Centre continues to welcome a diverse range of commercial, community and Cathedral based (in-house) groups.

Bookings reached a healthy 850 in 2017 (40 more than in 2016) which consisted of 184 different types of groups, contributing to an estimate footfall of 14,618 people coming through our door. A detailed analysis of our users in 2017 enabled us to breakdown our clients into four main categories; Commercial (40%), Community (24%), Internal Cathedral (29%) and External Cathedral (7%). Although the balance between Commercial and Community is slightly different this year, with commercial bookings outnumbering Community for the first time, it still indicates how effectively the Cathedral Centre is serving the demands of these groups, helping to maintain a balance of raising revenue through working with local businesses while still providing a vital resource for the wider community and the Cathedral itself.

Since my last report I am pleased to inform you that the requested improvements for the Centre have nearly all been implemented thanks to the Friends of Ely Cathedral agreeing to fund them. We now have new, consistent and professionally produced signage, internally and externally. This has helped to reinforce the fact we are primarily a conference centre and strengthen our reputation of being a proficient establishment. We have also installed a visitor information screen. This is a Smart 32" TV on an angled bracket which faces people as they enter the building showing them which room they are in, plus it gives us an opportunity to interweave this with advertising of the Centre and/or the Cathedral. It is so helpful, when we have large numbers of people coming

in, as they now just read the screen and self-direct rather than us having to stop what we are doing to show them to their room.

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, K9 Cafe and the Group Therapy Centre.

Below are some of our 'Good News Stories' showing the value of the Centre to the wider community:

The Talking FreEly Group used the centre back in July to launch their new venture to raise awareness for Mental Health and provide information and resources to those in need. This led to the launch event for the Ely Happy Café which is another drop in resource based group who meet at Julia's Tearooms. Overall the Cathedral Centre has been the focal point for raising Mental Health awareness in Ely and there are more courses/ open events being run in 2018.

Our K9 café, that takes place every Thursday morning at the Centre, is now so successful that it's become a showcase for other towns wanting to set one up. They have had groups from Huntingdon and Ramsey come to see how it runs with a view to starting one of their own.

Claire Mills, Centre Manager



A Year in Pictures 2017



Candlemas



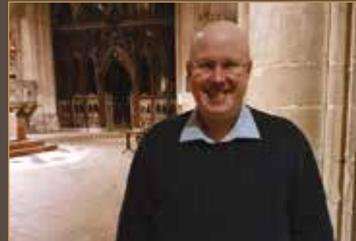
Science Festival Prom



Annual Cathedral Choir
Pancake Race



Science Festival



Toppings & Co Book Event
with Matt Lucas



Madonna and Child Flight



Peter Marlow Exhibition
'The English Cathedral'



'Star of Bethlehem' Laser Installation



Mary Beard
filming *Civilizations* for BBC TV



Choristers at Christmas



Annual Pet Service



Christmas Gift & Food Fair

ELY C

Images: Keith Heppel | Andrew Sharpe | James Billings | Geoff Robinson | Timothy Selvage | ECIL

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