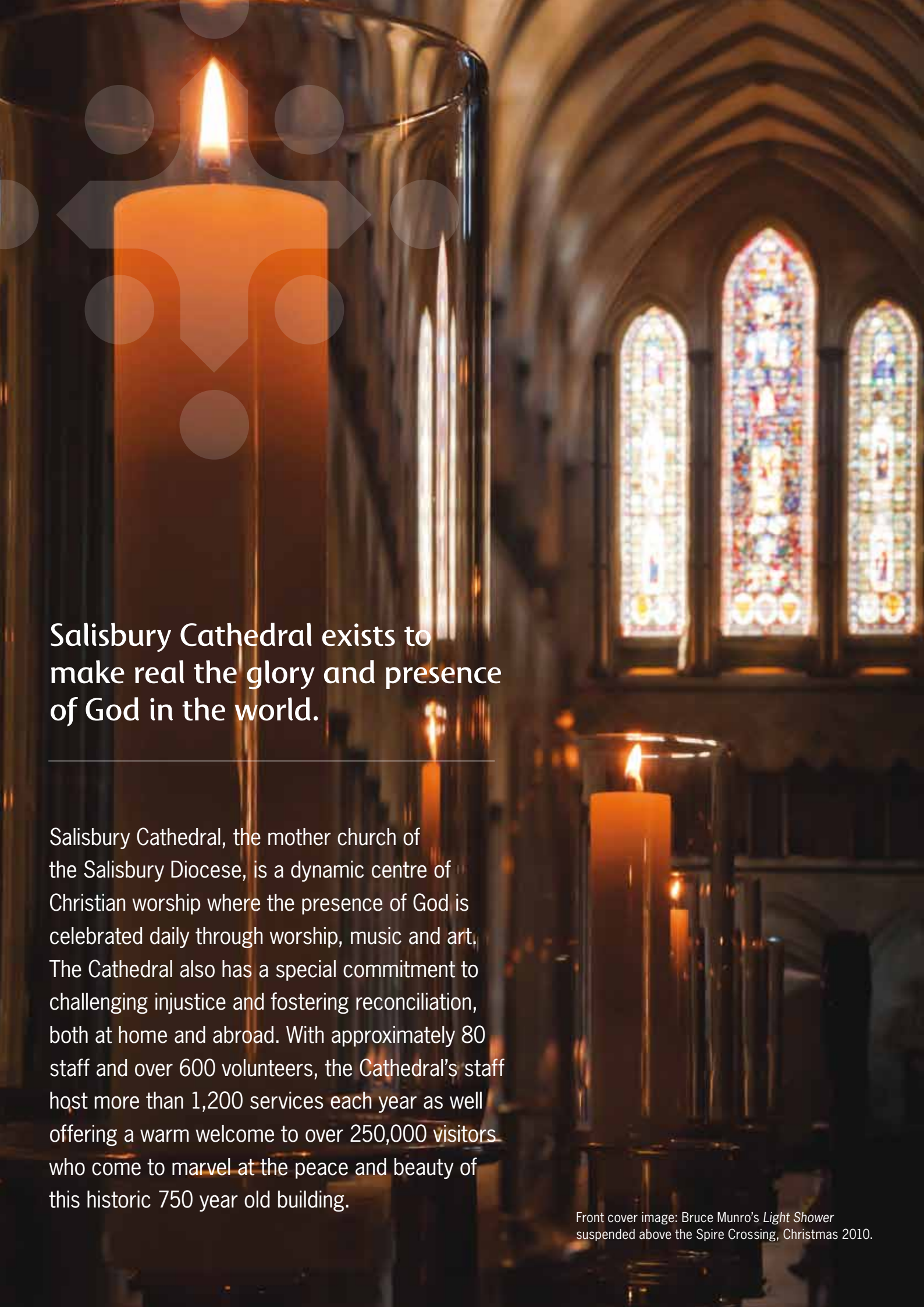




Salisbury
Cathedral

Annual Report 2010/11



Salisbury Cathedral exists to make real the glory and presence of God in the world.

Salisbury Cathedral, the mother church of the Salisbury Diocese, is a dynamic centre of Christian worship where the presence of God is celebrated daily through worship, music and art. The Cathedral also has a special commitment to challenging injustice and fostering reconciliation, both at home and abroad. With approximately 80 staff and over 600 volunteers, the Cathedral's staff host more than 1,200 services each year as well offering a warm welcome to over 250,000 visitors who come to marvel at the peace and beauty of this historic 750 year old building.

Front cover image: Bruce Munro's *Light Shower* suspended above the Spire Crossing, Christmas 2010.

The Dean's Report

This report records that in financial terms it was a successful year for the Cathedral. Achieving a surplus for the first time in over a decade is a cause for satisfaction. It is evidence of increased support for the Cathedral's ambitious plans, a vindication of Chapter's approach to fundraising, and a testimony both to the faithfulness in giving of the worshipping congregation and to hard work expended in attracting increased numbers of visitors.

'Achieving a surplus for the first time in over a decade is a cause for satisfaction... However... difficult decisions had to be taken during the year... I believe they have put us in a safer place to rebuild the financial reserves of the Cathedral...'

However, the Cathedral's continuing ability to fund the Major Repair Programme - or any of its ambitious development plans - is now wholly dependent upon the receipt of donations and grants. Difficult decisions had to be taken during the year to reduce our costs, and in particular to reduce the numbers of our staff, some of whom had served the Cathedral for a great many years. Actions like this, taken by Chapter in the long term financial interests of the Cathedral are difficult but necessary. I believe they have put us in a safer place to rebuild the financial reserves of the Cathedral so that we may face the challenges that lie ahead with greater confidence.

We will continue to give fundraising a high priority but we are also doing much that touches people and communities to whom we may have been opaque in the past. Longer term plans will always preoccupy Chapter, but the Cathedral continues to attract hundreds of thousands of visitors each year whose first impressions are those provided by our volunteers who deserve special mention and thanks.

The Major Repair Programme continues to be a major factor in the financial outlook of the Cathedral. We are working towards a time when our life is no longer dominated by this programme although several years



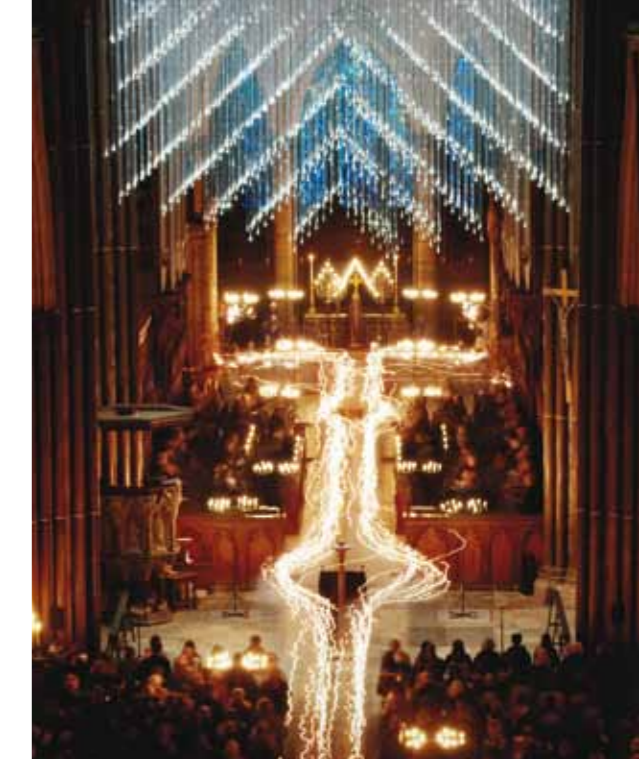
The Very Revd June Osborne with the Rt Revd David Stancliffe after his farewell service in July 2010.

of funding need still lie ahead. We are tremendously grateful for the support received from the Garfield Weston Foundation for this work this year, and for monies received from anonymous donors for the Hemming Window restoration together with a pledge of nearly £1m to come in the next two years for the restoration of the Chapter House. We continue to record our thanks to the Ivor Read Charity for the way in which they contribute towards the fabric programme, along with the Cathedral Trust and the Friends of Salisbury Cathedral who also offer critical support. The Friends have provided funding for the initial phase of work towards the construction in Little Paradise of much needed storage and toilet accommodation. We hope that work will start on this in late 2012, after restoration of the Chapter House is completed.

We are very much looking forward to working with our new Bishop, the Rt Revd Nicholas Holtam, and to the leadership he will bring to our life. We remain encouraged by the strong partnerships that exist between the Cathedral, the changing civic community and the Diocese.

With confidence and fresh hope we pledge ourselves anew to bringing innovation to the tradition that is Salisbury Cathedral.

The Very Reverend June Osborne
DEAN OF SALISBURY



Worship and Music

At the heart of the Cathedral's liturgical life lies the daily pattern of morning and evening Offices and celebrations of the Eucharist throughout the year.

We also host Diocesan services including ordinations, baptisms, confirmations and the Diocesan Choirs Festival as well as other regular services including staff prayers, the ministry of healing, Taizé services and Contemplating Prayer. In 2010/11 we added to the pattern of liturgical life with assemblies, Eucharists and a range of commemorative and celebratory events for schools within the Close and we accommodated many carol services for local schools and organisations. We exercise a significant pastoral ministry to individuals and families who come for baptisms, weddings, funerals, interments and memorial services. In particular, the last year included the funerals of Major Josh Bowman, a young serving officer, and of Laurence Notley and Jenny Bowen, both close members of our Cathedral community.

The vergers take care of the ceremonial arrangements for all Cathedral services and events, maintaining high liturgical standards while helping participants to feel welcome and at ease. We have made heavy demands on the vestry staff in seeking to maintain the full pattern of our liturgical life while accommodating an increasing diversity of activity and our administrators,

servers, acolytes, readers, flower arrangers and stewards are essential to the programme. We have particularly enjoyed the flowers during the past year and huge thanks are due to the team of arrangers for their artistic responses to the changing liturgical seasons in their first year under Michael Bowyer's inspired leadership and Susan Branch's administration.

Music is a vital part in the Cathedral's worship and in addition to singing Choral Evensong daily during the school term, together with the Eucharist and Mattins on Sundays, the choir has regularly visited different parts of the Diocese to sing concerts. We have hosted a series of organ recitals and many informal lunchtime concerts, the latter allowing visiting groups to experience performing in the Cathedral. We are grateful to the many visiting choirs for their contribution to our worship during choir holidays. Our own Junior Choir has had another successful year and we have enjoyed the contribution made by the Cathedral's Chamber Choir. Within the Department, we said farewell to Pam Court, who has been part of our team for a number of years. In particular, she has looked after the arrangements for visiting choirs with meticulous care and we take this opportunity to wish her a long and happy retirement.

The year under review began memorably with *The Way of the Cross*, staged in several venues around

Salisbury, but culminating in the drama of the Crucifixion in the Cathedral Close and the Resurrection in the Cathedral itself. This great piece of collaborative work was inspired by the creative energies of Jeremy Davies, Canon Precentor, with key contributions from many members of the Cathedral community. Concerts after Easter included a visit from the National Youth Choir of Great Britain with a performance of Britten's *War Requiem* and the Salisbury International Arts Festival included a wonderful performance of the *Monteverdi Vespers*, greatly enhanced by some imaginative liturgical action. In July we joined the Diocesan community to say goodbye to the Bishop of Salisbury, the Rt Revd David Stancliffe, where a farewell Evensong included some of his favourite music after he had ordained new Priests in the morning.

September began with a complex event for the Royal British Legion involving the Cathedral's musical resources, including our Junior Choir and a multimedia presentation. The season around All Souls was commemorated liturgically and the Choral Foundation concert included Brahms' *German Requiem*, a challenging choice to which the enhanced choral forces responded magnificently under the direction of David Halls, Director of Music. *Be a Chorister for a Day*, the Choir's Open Day, continued to be a very successful recruitment event and investment in this

area continues to ensure that there is a strong pool at the subsequent chorister voice trials.

In November we held the Advent Processions on three evenings, rather than the usual two, in response to the high demand for places at these very popular services. Bruce Munro's *Light Shower* in the Spire Crossing was switched on during the final hymn to audible gasps from the congregation.

We then said farewell to the Bishop of Ramsbury, the Rt Revd Stephen Conway, in preparation for his move to become Bishop of Ely. Christmas highlights included the choir's performance of Handel's *Messiah*. The Cathedral's programme of Christmas Processions and services took place despite extreme weather conditions which was a huge tribute to the staff and volunteers who kept the Cathedral functioning as normal, welcoming those who braved the elements to be with us.

The new year presented some memorable events including a striking art exhibition of images by Sophie Hacker inspired by Messiaen's organ suite *La Nativité*, stunningly played by Daniel Cook, Assistant Director of Music, and the year under review came to a climactic close with the sell-out performance of Elgar's *The Dream of Gerontius* with The London Philharmonic Orchestra, conducted by Edward Gardner. ✦

Visitors and Marketing

The year saw the world's economy in recession, the country's airspace closed due to the Icelandic ash cloud, snow and ice enveloping the country for several weeks and a significant overall reduction in inbound visitors to the UK. Perhaps not the time to expect a substantial increase in visitors and tourist income but this is exactly what Salisbury Cathedral saw during 2010/11. It was hard work, with an extra challenge as the department restructured in the summer to reduce size and cost, but the results are a huge testament to the work of the Marketing and Visitor Services team and to the many volunteers who support it. The trend for visitor attractions as a whole is towards a greater focus on special events, exhibitions and initiatives to constantly improve the experience for visitors and the Cathedral is working hard to do just that. Although the decline in visitor figures over the years proves that we need to run faster just to maintain our position, it seems that in 2010/11 we started to move forward again.

Perhaps not the time to expect a substantial increase in visitors and tourist income ... It was hard work... but the results are a huge testament to the work of the Marketing and Visitor Services team and to the many volunteers who support it.

Visitor numbers increased against the previous year by 5% to 234,000, the first rise since 2004. This was partly influenced by trialling the opening of the Donations Desk on Sundays during the summer months, facilitated by altering the time of Evensong to 4.30pm. This experiment was felt by most to be a positive experience with the result that the later time for Evensong has now been adopted throughout the year. However, even if these 'extra' numbers are excluded, a rise in visitors is still clearly visible.

The increase in visitor income was more substantial, with an extra £110k contributed via the Donations Desk towards its total of over £950k. Income from the Shop and Refectory also increased, with the total revenue from visitor activities during the year totalling



some £2m. A small increase in the recommended donation helped, but it is pleasing to see that this rise did not affect the numbers visiting the building.

The Group Travel sector remained a priority, with the department's new structure enabling a greater focus on relationships with major suppliers like Golden Tours and Evan Evans as well as the Stonehenge Tour, which contributed 4,000 visitors in its first year of partnership. These and other efforts resulted in a 9% increase in group visitors overall, and half of the increase in visitor income at the Donations Desk came from this source.

Our research showed a rise in visitors who rated their visit to the Cathedral 'highly'. A substantial part of the credit for this must go to the excellent guiding teams led by Dudley Heather and his new deputy Steve Dunn, as well as to the chaplains led by Michael Turner. Other developments highlighted in our research were the continued decline in US visitors – "They're just not



The Group Travel sector remained a priority, with the department's new structure enabling a greater focus on relationships with major suppliers... These and other efforts resulted in a 9% increase in group visitors overall.

travelling" said our contacts in the travel industry – and an increase in family visitors. The latter trend reflects our efforts to improve our provision for families working with the Education Department to produce a new *Children's Trail* and *Explorer Bags*.

After last year's big increase, Tower Tours maintained their popularity, with nearly 8,000 visitors 'reaching the heights'. Scheduling took a little while to settle down as we sought to adjust to an earlier closing time but in September we found a better balance. David Acton has done a fantastic job as Head Tower

Cathedral Shop and Refectory

The shop and refectory both continued to make increased contributions to the net income of the Cathedral during the year despite the gloom of the economic recession.

The shop achieved an increase in customer numbers of 4%, an increase in turnover of 1%, but an increase in profit of 5% which meant a contribution of almost £215,000 back to the Dean and Chapter. Some of the noticeable trends during the year included substantial



Guide and his start of season training sessions are now part of the rhythm of the year, as are his regular ramblings in the *At Eight Doors* newsletter!

We had a busy year for art in the Cathedral as the new arts policy bore fruit with exhibitions and installations by Sophie Hacker and Bruce Munro, as well as the *Liminality* exhibition with works by eight different sculptors. All these exhibitions have contributed to the life of the Cathedral as well as bringing visitors and media profile which we would not otherwise have enjoyed.

In June our *Open Day* attracted over 4,000 visitors, with the Photography Competition launched that day drawing many hundreds of entries from around the world. We also enjoyed a number of public relations and media highlights, most notably the worldwide coverage generated by our partnership with *The Pillars of the Earth* mini-series and *Blue Peter's* screening of the changing of the spire lights. ✦

sales of Union Jack merchandise and an evident increase in spending by South American visitors – another indication of globalisation at work.

The Refectory Restaurant celebrated its new contract by growing customer numbers by 4% and income by 6%, partly driven by the healthy rise in the Cathedral's own visitor figures – although the snow of December made a noticeable dent! ✦



Education

The Education Department goes from strength to strength, enjoying its best year to date in terms of numbers of learners and the number of different events and visits organised and delivered. This reflects planned growth in our core work focussing on formal learning opportunities with schools, colleges and universities, but also an increase in the wider educational remit of lifelong learning.

Work with families is an expanding part of this latter programme: we now offer families experiences ranging from specially devised trails through the Cathedral to tailored holiday workshops, with interactive activities at festival times and story-telling sessions. Over 600 family members took part over the year, a figure which does not include those who made use of the new *Children's Trail* and *Explorer Bags* or who attended one of the special interactive events such as the *Time Out* spirituality day or the Easter reflection stations. There has been a similar increase in lifelong learning opportunities for adults. A total of 17 courses have taken place in the Art for Adults programme (12 in the previous year) alongside new ventures such as a poetry course, and discussions and talks with artists to complement the Cathedral's *Liminality* sculpture exhibition.

Visits from schools, colleges and universities continue to be a major part of our remit. Numbers using the Education Centre remained steady despite the economic climate, but particular highlights of the year were the festival-related events and the increased involvement and engagement with schools in supporting the development of children's spirituality. The latter work involved workshops at the Cathedral for children, adults and parish members and outreach programmes where education staff and volunteers have worked alongside children and staff in their own school environments. These experiences are proving invaluable not only for schools in supporting their work with children's spiritual development, but also in raising our profile with staff increasingly being recognised as specialists in this particular strand of learning. Sarah Rickett, Head of Education, is now equipped to deliver a number of workshops to other educational professionals in the South West.

NUMBER OF EVENTS AND VISITORS DIRECTLY USING THE EDUCATION CENTRE PER ANNUM

	2007	2008	2009	2010
No. of different visits/events	183	207	223	257
No. of visitors	7,527	7,838	8,073	9,008

With a very small team of dedicated staff, the Education Department relies hugely on over 100 committed volunteers who offer a wide range of relevant experiences. Their contribution is increasingly valuable in supporting the continued growth of the department.

With a very small team of dedicated staff the Education Department relies hugely on over 100 committed volunteers who offer a wide range of relevant experiences. Their contribution is increasingly valuable in supporting our continued growth. Therefore we have now started a comprehensive programme of training for volunteers to address both general issues of education volunteering as well as more specific training needs.

We have been fortunate to receive support from four different grant-making bodies which have enabled coach travel to the Cathedral for four schools (Jock French Charitable Fund), provided opportunities for more work with children with special educational needs (The Grocers' Charity), promoted inter-faith work (Community Development Foundation) and enabled the provision of a Teaching Officer to support



the department's work for a further three years (Sarum St Michael Educational Trust). However, we are victims of our own success and are unable to recover all the costs – in this respect our work is truly a central part of the Cathedral's mission. ✦

The Cathedral School

In accounting terms the School is financially independent of the Cathedral and its results are not included within these consolidated accounts. However, the relationship between the Cathedral and the School is both longstanding and profound, and extends beyond the mere provision of choristers. The School has occupied the Bishop's Palace since 1947 and its ambitions to improve its buildings are closely associated with the Cathedral's own aspirations for the Cathedral Close, as set out in its Masterplan document. Chapter and the School's governors are therefore co-operating closely to provide the School with improved facilities which will complement the beauty of the Close and help the School retain its attractiveness in a competitive sector. ✦



Photograph by Andrew Stewart

The Year in Pictures

April/10



The Way of the Cross - a huge torch-lit passion pageant on Good Friday re-enacting the drama of Holy Week.

May/10



The Cathedral's new Children's Trail was introduced as the visitor season approached.

June/10



Over 4,000 visitors attend the Cathedral's Open Day.

July/10



A heartfelt thanks and farewell to the Bishop of Salisbury, the Rt Revd David Stancliffe, as he retires.

August/10



Michael Bowyer is appointed as Creative Flower Director at the Cathedral.

September/10



Rebecca Newnham's sculpture, part of the exhibition *Liminality: Toward the Unknown Region*.

October/10



TV dramatisation of Ken Follett's novel *The Pillars of the Earth* broadcasts on Channel Four - our partnership with the producers has helped attract many new visitors.

November/10



Blue Peter's Helen Skelton helps change the red warning lights on top of the Spire.

December/10



BBC Wiltshire's *Christmas Carol Service*, featuring The Band of the Prince of Wales's Division, is recorded in the Cathedral for broadcast on Christmas Day.

January/11



Major Repair Programme work begins on the Chapter House thanks to a generous anonymous donation.

February/11



Bruce Munro's *Water Towers* - a contemporary light and sound installation in the Cathedral Cloisters.

March/11



Edward Gardner conducts Elgar's *Dream of Gerontius* with the London Philharmonic Orchestra and Chorus, sponsored by Aviva.



The Close Environment

The Close environment comprises the Churchyard, Choristers' Green and Marsh and Rack Closes. It includes: one college, three schools, two museums and two further properties open to the public. The Close is a considerable asset not only for the Cathedral but also the wider community. Its beauty is exceptional and it remains a popular place for visitors of all ages.

The Close is a considerable asset not only for the Cathedral but also the wider community. Its beauty is exceptional and it remains a popular place for visitors of all ages.

Management of this environment includes the maintenance of the precincts as well as the regulation of pedestrian and vehicle traffic, which is a persistent challenge. We repair footpaths, roadways and verges damaged by increasing wear and tear, and continue to undertake our annual check of the trees within the Close along with supplementary planting. However, with the exception of income from car parking, the

cost of maintaining the Close is borne entirely by Chapter.

Work upon properties for which Chapter still has a maintenance responsibility included essential repairs to roofs, windows and exterior and interior decoration. In particular, the roof of No 20 was a major project requiring massive scaffolding to allow work throughout the winter. This type of work is normally carried out following quinquennial surveys by the Close Surveyor but there is far more repair work required than there are funds available. The Property Committee therefore continues to set maintenance priorities.

In November 2010 Peter Edds resigned from the post of Head of Buildings and Estates. Peter had made a significant contribution to the Cathedral and Close since his appointment in 2002, particularly in the management of the Cathedral's Major Repair Programme and the development of the Cathedral Workshops Fellowship.

Major Repair Programme

The Major Repair Programme (MRP) continues to be the focus of attention for the Cathedral Works department and it was encouraging to see clear signs of progress in the work during the year. The appearance of the restored north transept when the scaffolding was finally removed last autumn was a major and visible step towards the completion of this long-term project, revealing the high quality of craftsmanship delivered by the Cathedral's small team of masons, glaziers and conservators.

The MRP budget for the year was £778k, principally directed towards the three major repair areas (MRAs) of the north transept (MRA 12), the north east transept (MRA 10), and the north side presbytery clerestory (MRA 9). As the programme developed the first two were completed. However, it was decided to defer further work on MRA 9 and instead bring forward planned work on the Chapter House as a result of a generous anonymous donation to fund that specific element of the MRP. To make full benefit of this gift the Works Department was able to adapt the MRP's previous sequential pattern of moving around the Cathedral. During the autumn, preparatory work was carried out on the Little Paradise site on the north side of the Chapter House, with the temporary toilets relocated to allow archaeological investigations. By Christmas the scaffolding was erected around the Chapter House. Conservation work has now begun, with completion expected in 2012/13.

Partial funding for the MRP in 2010-11 was provided by the Cathedral Trust, The Ivor Read Charity and the Friends of the Cathedral. Anonymous donors to the Chapter House also contributed to the restoration of the Hemming window in the north transept. These contributions amounted to £274k in the 2010/11 budget, leaving £504k for the Cathedral to fund. Additional grants were received from the Ivor Read Charity and a most generous £500k donated by the Garfield Weston Foundation.

In late 2009 an anonymous Canadian donor noted



the poor condition of the Cloister Garth and offered to fund its restoration. This meant that we were able to level and relay the Garth turf and to replace the surrounding shrubs with box hedging. All this work was carried out by professional horticulturalists contracted by the donor and by May 2010 the restoration was complete. The Garth now forms a simple yet elegant complement to the Cloisters architecture and the south side of the Cathedral. ➤

Fundraising

The Development Office had a very busy and productive year, continuing to pursue its fundraising strategy of securing donations primarily from trusts and wealthy individuals. It also organised a variety of events as well as submitting funding applications for several projects. By March 2011 the department had raised over £2.6 million since its formation in 2008 which is a very positive position given the tough economic climate. However this progress could not have been achieved without our fundraising “champions”, some of whom are also members of Chapter, who help us in the sensitive work of making the Cathedral’s needs known to potential donors, identifying their areas of interest and potential support.

As in the previous year, the majority of the generous donations - many of them recognised on the back page of this report - were for the Major Repair Programme. However, several other projects benefited from the support of our donors in 2010/11.

In particular:

- The Cloister Garth was restored and replanted thanks to the generosity of a Canadian donor with a keen interest in medieval architecture and horticulture;
- One of our experienced stonemasons was able to attend a specialised professional course in freehand carving funded by several grant-making trusts and a personal donation;
- Several of our choristers were supported personally by donors;
- The Garfield Weston Foundation generously donated £500k to the MRP and then invited us to take part in a challenge funding event. This raised an additional £26,000 for our revenue funds;
- At the end of the financial year The Rt Hon the Lord Sharman OBE and Aviva sponsored the amazing performance of Elgar’s *The Dream of Gerontius* by the London Philharmonic Orchestra. The income generated provided vital funds for the MRP and the event enabled local people to hear this world renowned orchestra in the Cathedral.



Although we still have a long way to go with our fundraising, recent projects could not have been achieved without so many supporters giving their time as well as money. Huge thanks go to all the donors, champions, staff and volunteers for making fundraising successful. +



Community Forum

The task of the Salisbury Community Forum is to:

- Support the mission of the Cathedral in consultation and cooperation with Chapter;
- Represent the views of those who regularly worship or work in the Cathedral to Chapter;
- Elect two lay members to the Cathedral Council in accordance with Articles 5.2(5) and 18 of the Constitution of Salisbury Cathedral 2001.

Members include people involved with the Cathedral in the broadest sense, with particular emphasis on congregation, staff and volunteers.

This year 5% of the monies given at the offertory at normal Sunday and weekday services were made available for charitable giving as well as 50% of the offerings received at the Advent and Christmas Carol services.

Some of the international, national and local charities who benefited this year included:

Age Concern, Alabare, Cancer Support, Care for the Family, Children’s Chance, Christian Aid, Hope and Homes for Children, Macmillan, Salisbury Hospicecare and Trussell Trust.



Pictured above: Canon Chancellor, the Revd Edward Probert (Centre) at the Alabare sleepout at Salisbury Cathedral. Photograph by Salisbury Journal.

Human Resources

In secular management terms the Cathedral equates to a medium-sized, not for profit business and carries all the human resource responsibilities incumbent upon an employer of both industrial and administrative staff.

In June, we welcomed Jane Eldridge as our new part-time HR adviser. Arriving as the Cathedral faced a number of challenges, Jane has provided measured and timely advice to Chapter and senior managers, in particular relating to the hard decisions made about reducing staff numbers in the light of the Cathedral's financial position. The most visible of these was the departure of the full-time Close Constables, bringing to an end centuries of custom but recognising changing circumstances for the Cathedral and Close. The Marketing and Visitor Services Team also lost members during the restructuring. We are fortunate and privileged to receive great loyalty from our staff which makes years such as 2010/11, when the need to reduce costs had a very human impact, particularly difficult.

A number of retirements also presented the opportunity to assess future staffing and to bring in different ways of working, using part-time staff or volunteers. In particular a new largely part-time

traffic team was active from Autumn 2010.

In January 2011, Chapter agreed a formal programme of staff restructuring affecting the Works Department and Liturgy and Music Department. This will accommodate known retirements and allow us to adapt to the ever changing needs of the Cathedral and those who use it. Having decided not to appoint a new Head of Buildings and Estate, Chapter formally reconstituted the post of Clerk of Works to have responsibility for delivery of the MRP programme and will create a new post to manage the diverse range of operational activities being carried out within the Cathedral, as well as to provide technical property advice.

Suzanne Eward retired as librarian at the end of March. The post is being left open for the moment with access to the library and archives managed by the Revd Edward Probert, Canon Chancellor. This transitional arrangement will allow Chapter to understand and plan how the role of librarian should develop in the future. Joy Kelly retired from the Finance Office as did Pam Court from Liturgy and Music. Together with Suzanne's retirement these three members of staff represent over 60 years of dedicated service to the Cathedral.



help ensure effective support and guidelines for volunteers. Amongst other projects, this group began work on an overall *Volunteer Policy and Handbook* for publication in late 2011.

Volunteers

Our army of over 600 volunteers is part of what makes Salisbury Cathedral so special. Whether it was stewarding services, welcoming visitors and pilgrims, dressing up to re-enact medieval history for school children, arranging flowers or providing coffee on Sunday mornings in the Chapter House, we were once again truly thankful for all their help during the year.

We established a *Volunteer Committee*, bringing together representatives of volunteer groups and Cathedral staff to improve communication and

Financial Review

The Cathedral has a number of costly financial commitments which reflect its desire to do all things well as it seeks to achieve its mission statement. In particular it is committed to:

- Continuing the highest standards of liturgy and music involving, inter alia, the provision of two choirs;
- Maintaining the physical environment of the Cathedral and Close through the MRP;
- Sustaining and improving the high standard of its welcome to visitors from around the world.

Chapter has therefore been raising awareness of the financial needs of the Cathedral, and the funding required, with simultaneous careful management of the annual budget.

The Development Office continued to provide the Cathedral with an income stream of previously untapped sources, but the Cathedral remains heavily dependent upon its income from visitors to fund its day to day activities. It is therefore pleasing to note that through the active management of the Marketing and Visitor Services team visitor numbers and income increased during the year (see page 6).

The Cathedral's core activities as Mother Church of the Diocese and in welcoming visitors are recorded financially as unrestricted funds. These results show that the Cathedral made a surplus on these activities in 2010/11. This is a key financial objective and was achieved following rigorous control of costs and increasing income from donations.

The main reason for the surplus on restricted funds is the receipt of a generous grant from the Garfield Weston Foundation towards the costs of the Major Repair Programme (MRP). Donations such as these have to be accounted for as income in the year in which they are received. This accounting treatment can give rise to swings between reported surpluses and deficits which mask the underlying continuing financial concerns of the Cathedral. The MRP costs have been greatly reduced by only using our in-house highly skilled work force and we have

been able to continue the MRP up to now because of accumulated gifts received in previous years. Unfortunately though, these restricted funds are moving closer to exhaustion.

The principal expenditure through endowed funds has been to improve the freehold properties in The Close.

The Cathedral's financial results for the year ended 31 March 2011 are summarized below:

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWED FUNDS	TOTAL
	£000	£000	£000	£000
Income	3,204	1,805	114	5,123
Expenditure	2,821	1,407	120	4,348
Net incoming/(outgoing) resources	383	398	(6)	775

The Cathedral recorded unrealised gains in investments in the year of £71k against unrealised gains recorded last year of £2.6 million. The ability of these investments to produce income to support the work of the Cathedral is crucial. The investment portfolio is managed by professional fund managers. Following the quinquennial valuation of the properties last year, no re-valuation has been made in the accounts this year.

Salisbury Cathedral's balance sheet is dominated by its endowed property and investments. All the property owned by the Cathedral is situated within the Close or its immediate vicinity. Many residential properties are let on long tenant repairing leases: some tenants have recently taken the opportunity to buy their freeholds under recent tenant enfranchisement legislation.

Only the income from endowed investments can be spent on general, unrestricted purposes. Endowed and restricted assets can only be used for the purpose for which they were originally given. The Cathedral's unfettered resources are therefore represented by its unrestricted funds which at 31 March 2011 were less than £1.3m. This would finance just over 3 months activity at current rates.

Governance of Salisbury Cathedral

Extract from the Cathedral's consolidated balance sheet at 31 March 2011:

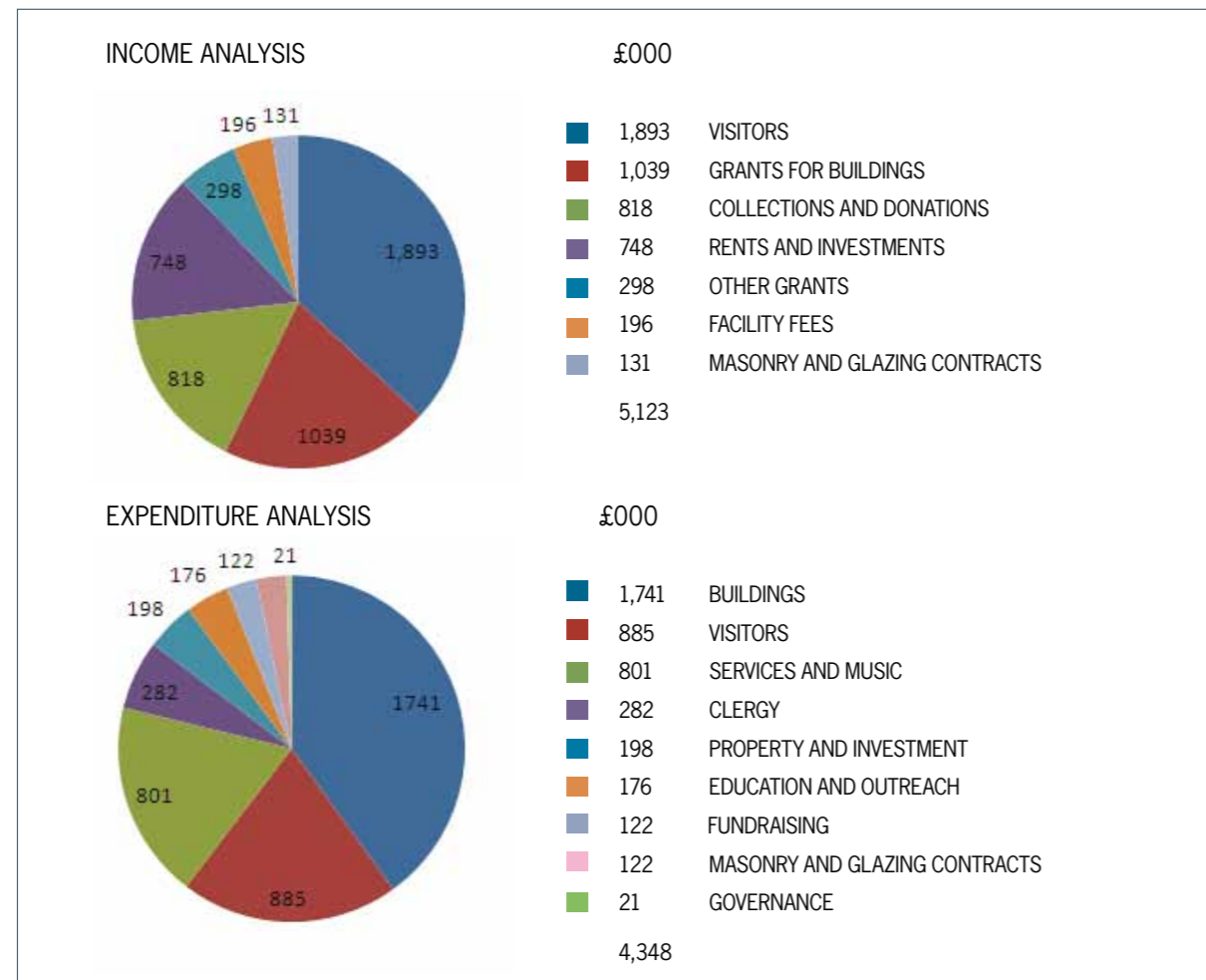
	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWED FUNDS	TOTAL
	£000	£000	£000	£000
Property	-	-	21,355	21,355
Investments	615	839	13,312	14,776
Other fixed assets	95	-	-	95
Net current assets	557	222	(86)	693
Creditor due after 12 months	-	(150)	-	(150)
	1,267	911	34,581	36,759

Chapter is fully aware of the financial pressures upon the Cathedral. These continue to be influenced by poor international economic conditions. In the short term, Chapter took active measures to reduce the level of spending in the Cathedral in 2011/12

so that the unrestricted budget remains in surplus. The continuation of the MRP is still dependent on successful fundraising.

The Cathedral is immensely grateful for the faithful financial provision of its congregation, generous donors and long standing supporters, representative of the Cathedral's wide and loyal community. This continuing support underlines the belief in the mission of this great Cathedral in this time of economic gloom.

Unabridged copies of the Cathedral's audited accounts for the year ended 31 March 2011 are available online or by application to the Cathedral Accountant in the Chapter Office.



Full name

The Cathedral Church of the Blessed Virgin Mary

Address

6 The Close, Salisbury, Wiltshire SP1 2EF

Governing statutes

Salisbury Cathedral Constitution and Statutes of 21 June 2001

The governance of the Cathedral is regulated by Statute, as required by the *Cathedrals Measure 1999*. The governing body of Salisbury Cathedral is the **Chapter**, consisting of:

The Dean

The Very Revd June Osborne

Three Residentiary Canons

The Revd Canon DJC Davies (Precentor)
 The Revd Canon M Bonney (Treasurer)
 The Revd Canon E Probert (Chancellor)

Canons in Holy Orders

The Revd Jean Coates
 The Rt Revd S Conway (resigned April 2010)
 The Venerable A Jeans (appointed May 2010)

Lay Canons

Mrs J Barker
 Mr C Barnett
 Dr L Brown
 Ms E Turton

Finance Advisory Group Chairman

Mrs J Barker

Fabric Advisory Committee Chairman

Sir Hayden Phillips

Senior Staff

<i>Chapter Clerk</i> (resigned June 2011)	Brigadier Mark Elcomb OBE
<i>Interim Chapter Clerk</i> (appointed October 2011)	Katrine Sporle
<i>Head of Finance</i>	Rob Allan
<i>Head of Buildings & Estate</i> (resigned November 2010)	Peter Edds
<i>Director of Marketing & Communications</i>	David Coulthard
<i>Director of Development</i>	Claire House-Norman
<i>Head of Liturgy & Music</i>	Tim Hone
<i>Director of Music</i>	David Halls

Professional Advisers

LloydsTSB plc; RBS plc; Parker Bullen; Fletcher & Partners; Schroders; Strutt & Parker; St Ann's Gate Architects (formerly Michael Drury Architects);
Archaeologist Tim Tatton-Brown
 (resigned March 2011)
Archaeologist Graham Keevil
 (appointed April 2011)

Cathedral Council

The Cathedral Council met twice during the year under the chairmanship of Lord Colin Sharman taking reports on the Cathedral's mission, activities and finances.

College of Canons

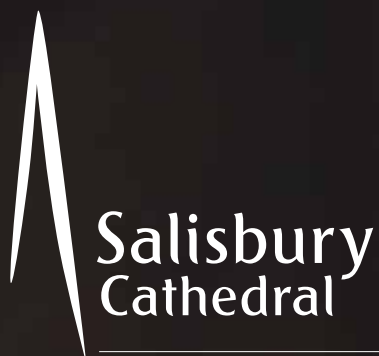
The College of Canons met twice during the year, installing eleven new members, bidding farewell to seven and admitting one Sarum Canon.

Thank You!

Salisbury Cathedral is extremely grateful to all its supporters, including the following individuals and organisations who donated over a certain level in 2010/11:

The 29th May 1961 Charitable Trust
Allchurches Trust Ltd
Mrs Jane Barker
Sir Christopher and Lady Benson
Mr and Mrs Michael Deeny
The David Harding Foundation
The Derek Hill Foundation
The Eranda Foundation
The Garfield Weston Foundation
Mr James Fairfax
The Girdlers' Company Charitable Trust

The Headley Trust
The Ivor Read Charity
Mr and Mrs Luke March
The Masons' Company Charitable Trust
Mrs Janice Mitchell
Mrs Emma Osborne
The Schroder Charity Trust
Dame Rosemary Spencer DCMG
The Steel Charitable Trust
Lady Stephanie Stewart
Mr Robert Stiby OBE
The Worshipful Company of Grocers



Photography: Ash Mills | www.ashmills.com