
NORWICH CATHEDRAL

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2021**

NORWICH CATHEDRAL

THE CORPORATE BODY OF THE CATHEDRAL CHURCH OF THE HOLY AND UNDIVIDED TRINITY OF NORWICH

Governed by a Constitution and Statutes dated 16 November 2001 (with amendments 24 January 2014)
made under the Cathedrals Measure 1999.

LEGAL AND ADMINISTRATIVE INFORMATION

CHAPTER

The Very Revd Dr Jane Hedges - Dean
The Revd Canon Dr Peter Doll - Canon Librarian, Vice Dean and Canon Custos
The Revd Canon Andrew Bryant - Canon for Mission and Pastoral Care
The Revd Canon Aidan Platten - Canon Precentor
The Reverend Canon Keith James - Canon Treasurer
Lay Canon Mary Rudd
Lay Canon William Armstrong - Resigned 1 November 2020
Lay Canon Lucy Heywood
The Venerable Ian Bentley - Resigned 1 November 2020
The Reverend Canon Catherine Dobson - Appointed 2 November 2020
Lay Canon Marie-Lyse Numuhoza - Appointed 4 February 2021

CHAPTER STEWARD

Mr Neil Parsons
The Chapter Office
65 The Close
Norwich
NR1 4DH

SURVEYOR TO THE FABRIC

Mr Henry Freeland

ARCHAEOLOGIST

Dr Roland Harris

MASTER OF THE MUSIC

Mr Ashley Grote

NORWICH CATHEDRAL

FINANCE COMMITTEE

The Very Revd Dr Jane Hedges - Dean (Chairman)
The Revd Canon Andrew Bryant - Canon for Mission and Pastoral Care
The Revd Canon Dr Peter Doll - Canon Librarian, Vice Dean and Canon Custos
The Revd Canon Aidan Platten - Canon Precentor
Lay Canon Mary Rudd
Mr Neil Parsons - Chapter Steward
Mr Chris Yeates
Mrs Christina Sadler - Appointed 6 July 2020
Mr Rowland Cogman - Appointed 4 December 2020

THE FABRIC ADVISORY COMMITTEE

Dr Julian Litten - Chairman
The Right Reverend Graeme Knowles
Mr John Maine
Ms Man-Yee Liu
Ms Nicola Johnson
Mr Neil Birdsall
Mr Stephen Heywood
The Reverend Canon Dr Nicholas Thistlethwaite

AUDITORS

MA Partners Audit LLP
Statutory Auditors
7 The Close
Norwich
NR1 4DJ

ARCHITECTS

Freeland, Rees, Roberts
25 City Road
Cambridge
CB1 1BD

MANAGING AGENTS

Savills
Lawrence House
5 St Andrew's Hill
Norwich
NR2 1AD

BANKERS

Barclays Bank Plc
5/7 Red Lion Street
Norwich
NR1 3QH

SOLICITORS

Howes Percival LLP
Flint Buildings
1 Bedding Lane
Norwich
NR3 1RG

STOCKBROKERS

Barratt & Cooke
5 Opie Street
Norwich
NR1 3DW

NORWICH CATHEDRAL
ANNUAL REPORT OF THE CHAPTER
FOR THE YEAR ENDED 31 MARCH 2021

The Chapter submits its annual report and the audited accounts for the year ended 31 March 2021.

Aims and Objectives

Our guiding Benedictine principles of worship, learning and hospitality inform all that we do:

Norwich Cathedral is a Christian presence at the heart of Norfolk

A place where all are welcome
A place to share learning
A place to grow in holiness

Structure, Governance and Management

Structure

Governance of the Cathedral continues under the direction of the Chapter, comprising the Dean (who takes the Chair), four residentiary members of the Chapter, one Honorary Canon, and three Lay Canons. The senior residentiary clergy team work with the Dean; a Canon each being responsible for one area of the Cathedral's founding Benedictine principles of Worship, Education and Hospitality.

The Cathedrals Measure 1999 requires that it shall be the duty of the Chapter to direct and oversee the administration of the affairs of the Cathedral and, in particular, to:

- Order the worship and promote the mission of the Cathedral
- Formulate, after consultation with the Bishop, proposals in connection with the general direction and mission of the Cathedral and submit to the Council for its advice
- Prepare an annual budget for the Cathedral
- Submit to the Council the Annual Report and Audited Accounts prepared by the Chapter and such other reports as may be requested by the Council on any matter concerning the Cathedral
- Submit to the College of Canons the Annual Report and Audited Accounts prepared as aforesaid
- Keep under review the Constitution and Statutes of the Cathedral and submit any proposals for their revision to the Council
- Manage all property vested in the Cathedral and the income accruing from it and, in particular, ensure that necessary repairs and maintenance in respect of the Cathedral and its contents and other buildings and monuments are carried out, and
- Perform other such functions as may be prescribed.

The Chapter is also responsible, under the requirements laid down by the Church Commissioners under the powers given them by Section 27 of the Cathedrals Measure 1999, for:

- Preparing and publishing an Annual Report and Audited Accounts which give a true and fair view of the financial activities for each financial year and of the assets, liabilities and funds at the end of each financial year of the Cathedral and its connected entities
 - Stating that they have complied in all material respects with the guidelines on the subject prepared by the Cathedrals Administration and Finance Association, or describing which recommendations have not been complied with and giving reasons for the non-compliance
 - Selecting suitable accounting policies and then applying them consistently
 - Making judgements and estimates that are reasonable and prudent
 - Keeping proper accounting records from which the financial position of the Cathedral can be ascertained with reasonable accuracy at any time
 - Safeguarding the assets of the Cathedral and taking reasonable steps for the prevention and detection of fraud and other irregularities.
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The Relationship between the Cathedral and the Diocese

The Cathedral is the Bishop's Church and the principal base for his mission and ministry. Every day, throughout the year, prayers are offered in the Cathedral for each Parish in the Diocese, its clergy, office holders and parishioners. The Cathedral provides the venue and musical support for a number of Diocesan services, such as ordinations, licensing ceremonies and confirmations as well as other major events. The Dean is a member of the Bishop's Staff, where the Cathedral is a regular standing agenda item. Links between the Cathedral and Diocese are also strengthened through membership of the Cathedral Council. During the course of the year, the Venerable Ian Bentley Archdeacon of Norfolk was the College of Canons representative on Chapter. The Reverend Canon Catherine Dobson, Rector of the Coastal Group of Parishes on the North Norfolk Coast and Rural Dean for St Benet at Waxham and Tunstead Deanery took on this role in February 2021.

The Dean and the Bishop meet monthly so that there is an ongoing dialogue between the Cathedral and the Diocese. The Bishop also meets informally with the Chapter two or three times each year, which provides a useful reference point and good point of communication.

In January 2021 the Cathedral hosted a service to mark the retirement of The Right Reverend Jonathan Meyrick as Bishop of Lynn. This service fell during severe COVID restrictions, and was live streamed so that all members of the Diocese could take part.

The Revd Canon Keith James serves as Canon Treasurer (0.2 FTE) and Diocesan Director of Ministry (0.8 FTE). This joint appointment is another tangible way of co-operative working. The Chapter also offer a studio flat in Blickling Court for Curates on Placement at the Cathedral, and for Diocesan Clergy to spend time at the Cathedral and to join in the daily pattern of worship.

Members of Chapter seek to be a resource to the Diocese. Due to the COVID restrictions this has been somewhat restricted in person. Nevertheless, the Cathedral has provided an on-line worship facility for the whole Diocese with live streaming of services. Individual clergy also consult members of Chapter for advice and guidance both in the development of their own vocations or on particular aspects of their ministries. This is in addition to preaching engagements and assistance with cover for parishes in vacancy. The Dean is Chair of the Planning Group for the 2021 Diocesan Clergy Conference to be held in September 2021 and centred at the Cathedral.

Chapter met with the Bishop of Norwich and affirmed its support to the Diocesan Mission Strategy – Transformed by Christ: Prayerful, Pastoral, Prophetic. Chapter recently held two Away Days to review the Cathedral's Strategic Plan and these three themes will also flow through the Cathedral's Five-Year Plan.

The Cathedral Library and work of the Norwich Centre for Christian Learning (NCCL) offers courses exploring aspects of faith including biblical studies, spirituality, church history and doctrine.

The Chapter has responsibility for insuring and maintaining the Chancels of twenty-five Parish Churches within the Diocese and one in the Diocese of Ely. Some are held in conjunction with the PCC, resulting in a full-time equivalent responsibility of 19.33. Whilst legal responsibility for this still remains with the Chapter, from 1st January 2019 the Church Commissioners agreed to fund this work in full. Some of these parishes are linked to patronage rights involving the Dean and Chapter. The Dean and Chapter take an active interest in their patronage responsibilities and a member of Chapter is always involved with the interview process and attends the Licensing and Induction Service of the appointed priest.

The Canon for Mission and Pastoral Care and the Canon Librarian are both members of the The Julian of Norwich Partnership, a newly-registered charity which brings together the Diocese of Norwich, Norwich Cathedral, the Community of All Hallows, the Friends of Julian of Norwich, the Parish of Timberhill and other parties to shape the life, ministry and activity of the site around the Shrine of the Lady Julian of Norwich, known as the 'Julian Campus'. The Campus includes the Church of St Julian, the churchyard garden, a residential guest house and a visitor centre.

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Reverend Edwin Wilton-Morgan was ordained Deacon in July 2021. He was appointed to serve his curacy at Norwich Cathedral, under the care of the Dean and Chapter, but with a particular ministerial focus at St Julian's and the Julian Campus.

Governance and Management

The Chapter meets monthly and at each meeting it usually receives a report from a Head of Department on their particular area of responsibility. The Chapter holds a monthly meeting with the Cathedral Architect. The Finance and Property Committees meet on at least nine occasions each year with the Dean as chair of both committees. The Chapter oversees its financial management, as mentioned above, with advice from the Finance Committee which, together with the auditors, provides scrutiny of routine financial administration and longer-term resourcing. It should be noted that even during the COVID Pandemic, Chapter and all of its committees continued to meet, if not in person, but via ZOOM, to ensure ongoing good governance of Norwich Cathedral. Some of the Head of Department reports were though curtailed due to Furlough.

New Chapter members (other than those appointed by virtue of their roles) are appointed by the Bishop after consultation with the Dean and the Chairman of the Cathedral Council, and in accordance with the Constitution and Statutes. The Chapter also play a role in this, undertaking a skills audit to ensure that there is suitable representation to meet the ongoing needs of the Cathedral and with reference to the aims and objectives contained with the Strategic Plan.

The Chapter Steward is responsible for the induction process for new Chapter members. This includes meetings with other members of Chapter, senior members of staff, an introduction to the Cathedrals Measure and the Care of Cathedrals Measure, the Constitution and Statutes, staff and organisational structures, the Cathedral's Annual Budget, the Cathedral's Strategic Plan, Safeguarding and a tour of the Cathedral and Close. New Chapter members are also encouraged to attend one of the Association of English Cathedrals Courses for new Chapter members.

The Chapter remain most grateful to members of the Property Committee, which advises on the Property Endowment. The Property Committee meets monthly with three external advisors with specialist skills in Property Management and the residential and commercial markets. This is in accordance with the Cathedral's Constitution and Statutes and in effect acts as Chapter's Investment Committee. During the course of the year, the Committee has continued to monitor progress on improving the Energy Performance Certificate Ratings of properties within The Close. Due to the COVID pandemic, the Committee has also carefully monitored re-lettings and collection of rental income. The Estates Manager is compiling a Five-Year Maintenance Plan, based on Quinquennial Inspection Reports.

In addition to its regular monthly meeting, the Chapter has always had an annual residential to review the Strategic Plan in detail and consider the Annual budget. Due to the COVID Pandemic this had to be cancelled in January 2021. However, Chapter did have two Away Days in June 2021 to give a thorough review of the Strategic Plan. It is hoped that the revised plan will be published in September 2021.

The new Cathedrals Measure of 2021 passed through both General Synod and Parliament, receiving Royal Assent in the first half of 2021. Cathedrals have three years to prepare and adopt the new measure. Part of this will result in all Cathedrals registering with the Charity Commission. The Church Commissioners asked Norwich to be one of the first cohort of Cathedrals to adopt the new measure. The Dean, Canon Precentor and Chapter Steward attended a training day in York in July 2021 to understand what was involved. Chapter will need to undertake a governance review, adopt certain new policies, revise the Cathedral's Constitution and Statutes and register with the Charity Commission.

A major change with the new Cathedrals Measure is the abolition of Cathedral Councils. A joint meeting of Chapter and the Cathedral Council, with the Bishop of Norwich will be held in July to debate whether there should be an alternative body to replace the Cathedral Council. It is anticipated that if things proceed smoothly, the transition process to operating under the new measure will take c. 10 months.

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Chapter continues to review all of its policies on a rolling programme.

The Cathedral Council, under the chairmanship of Mr Andrew Sinclair, meets twice a year to receive the audited accounts, comment on the forthcoming budget and consider the overall strategy of the Chapter; particularly linked to the Strategic Plan. An annual joint meeting of the Cathedral Council and the Chapter is normally held in the Spring. The Chapter's budget is presented and a full report on the Cathedral's activities given.

The College of Canons, in addition to a formal annual meeting to receive reports from the Chapter, meets twice a year to consider the wider ministry of the Cathedral; again, particularly linked to the Cathedral's Strategic Plan. The College's Annual General Meeting and presentation of accounts was held in November. The College of Canons met socially and social distanced for a supper in the Cloisters under COVID regulations in June 2021.

The Cathedral's trading operations (Cathedral Refectory and Shop) fall under a separate legal entity, Norwich Cathedral Enterprises Limited. The Chapter is the sole shareholder and responsible for appointing Directors. The board meets bi-monthly under the Chairmanship of the Canon for Mission and Pastoral Care.

The NCEL Board entered into an agreement with Jarrold (the local independent retail store) to undertake the operation of the Refectory on a three-year contract which commenced in September 2019. This has been working extremely well, and it was a great sadness to all concerned when the Refectory was forced to close in March 2020 due to the COVID Pandemic restrictions. The Refectory re-opened in July 2020 and traded well, until being forced to close again to the COVID restrictions. The NCEL Board re-negotiated the contract with Jarrold in the autumn of 2020 and this goes through to December 2021.

Jarrold have done much to improve the offer in the Refectory and a good relationship exists between the Cathedral and Jarrold and their staff team. Trading since reopening in May 2021 has been good and it is hoped that the visit of Dippy the Dinosaur to Norwich will further enhance trade and the profitability of the Refectory.

Similarly, the Cathedral Shop has been forced to close due to the COVID restrictions during the course of the year. Government grants helped to ensure the financial stability of both Shop and Refectory. The Retail Manager has put an enormous amount of planning into the retail offer whilst Dippy the Dinosaur is in the Cathedral; two "Dino Stores" will operate!

The Dean and Chapter recognise the important role of both the Shop and Refectory as part of the Cathedral's Benedictine Ministry of Welcome and Hospitality. At year end, Norwich Cathedral Enterprises was able to Gift Aid £39,531 to the Chapter.

COVID-19 Pandemic

The COVID-19 Pandemic has had a devastating international impact, which has translated to Norwich Cathedral in many ways during the last year

- The forced closure of Norwich Cathedral
- Suspension of public worship
- Minimal core staff team operating during the lockdown, with 80% (at its peak) of staff furloughed under the Government's Coronavirus Job Retention Scheme
- Severe drop in visitor income and trading income (Refectory and Shop)
- Concerns over our property income
- The need to review staffing levels and adjust accordingly
- Putting a hold for the foreseeable future on the development of the Ferry Lane Garages
- The postponement of Dippy the Dinosaur's visit to Norwich Cathedral – originally scheduled for July 2020 and then January 2021

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As with all organisations, Norwich Cathedral has had to adapt and find new ways of working to deliver our core offer:

- The introduction and promotion of on-line worship
- Maintaining a daily rhythm of prayer for Norwich Cathedral but outside of the Cathedral itself
- The introduction of online giving
- Maintaining strong pastoral connection with the congregation, staff and volunteers in other ways during the lockdown period
- Devising detailed and copious risk assessments to ensure that all activities at Norwich Cathedral are as safe as possible in the current COVID-19 climate
- Gradually bringing back staff and volunteers and ensuring Return to Work/Volunteering Interviews are held with all
- Using ZOOM to conduct meetings and aid communication
- Developing online resources for Schools and young people
- Welcoming new and more diverse groups of people into The Close as lockdown eased and sharing our facilities with those without gardens and access to outside spaces
- Offering a weekly Requiem to those who have sadly died of COVID-19
- Introducing a very moving temporary memorial to those who have died of COVID-19 in the Nave Sanctuary. Chapter are now giving thought to the form of a permanent memorial
- Adapting our programme of services, activities and events around Dippy the Dinosaur's rescheduled visit to Norwich – July – October 2021

Chapter's strong collegiate style of working, supported by a dedicated small core staff team, has faced the challenges of the COVID-19 Pandemic with determination, fortitude, encouragement of each other, a good deal of kindness and good humour, to lead the Cathedral through a difficult and challenging four months. As we emerge from lockdown, Chapter remains positive and strong, yet realistic of the future challenges. As always, our prayer life supports all that we do:

God of healing and love,
we see signs of hope that changes we have made to our way of life
is loosening the grip of Coronavirus on our nation and our world:
help us not to lose sight and sound
of those who are caring in difficult and dangerous situations,
and let our hearts always treasure the memory
of those who have lost their lives in this pandemic:
guide us, and all in positions of power,
that together we may navigate safe paths,
and that important decisions may not be made out of fear,
but that we may find courageous ways
of rebuilding an abundant life together as your people;
this we ask in the power of your Spirit and in the name of Jesus Christ.
Amen.

Future Plans

The Dean and Chapter held an Away Day in July 2020, to review the Strategic Plan in light of the COVID pandemic. At that stage, Chapter concluded that the Strategic Plan should be temporarily suspended as the Cathedral needed to concentrate on navigating a path through COVID and responding to the constantly changing situation. Being "light afoot" became a catch phrase for how we approached things and in many ways this still remains.

An enormous amount of time has been spent on planning for the arrival of Dippy the Dinosaur to Norwich Cathedral. Norwich Cathedral is the final venue hosting Dippy on national tour from the Natural History Museum. Dippy was due to have been with us in July 2020 and then January 2021, but both had to be postponed due to the COVID lockdowns. Dippy has now arrived in Norwich and the exhibition opened on 13 July 2021 and runs through to 30 October 2021.

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We anticipate 90,000 visitors attending. The programme of events around Dippy's visit focus on environmental issues, food sustainability and the relationship between science and faith. Numerous exhibitions, lectures, seminars and study events are planned alongside school visits and an enhanced educational offer.

Chapter held two Away Days in June 2021 to do a thorough review of the Strategic Plan and it is hoped that this will be re-published in September 2021. The plan will continue its usual format based around our three core Benedictine principles of Worship, Learning and Hospitality. It will also reflect the Diocesan Mission Strategy – Transformed by Christ: Prayerful, Pastoral, Prophetic. Responding to the aftermath of the COVID crisis, Chapter will further develop projects about well-being, wholeness and pilgrimage. Chapter will also further debate how the Cathedral can respond to greater inclusion and diversity; a central theme of the Church of England at the current time.

Chapter will continue to respond to national and Church of England guidance in relation to the COVID Pandemic and work closely with the Cathedral's Health and Safety Advisor to ensure that the Cathedral remains as far as possible a COVID safe environment.

Major Risks

The Chapter reviews the major risks to which the Cathedral is exposed, and systems have been established to mitigate those risks. Chapter is currently reviewing a different section of the Risk Register at each monthly meeting. The Register is being expanded to try and evidence a clear audit trail of how the risk continues to be mitigated. The Chapter considers the Reserves Policy at the same time as reviewing the Risk Register, so that both documents correlate to one another.

The threat of fire is reviewed annually with a Fire Risk Assessment carried out by The RedCat Partnership (the Cathedral's Health and Safety Advisors), and the Cathedral enjoys the full co-operation of the Norfolk Fire Service. The Cathedral continues to work closely with its insurers, EIG, to mitigate against risks.

Health and Safety matters are discussed at the Safety Committee which meets quarterly and is chaired by the Canon Precentor. The reports from this Committee are reviewed by the Chapter. The Sacrist and the Estates Manager have responsibility for Health and Safety in the Cathedral and The Close respectively. Advice in this area is provided by The RedCat Partnership which is based in Norwich. The Cathedral continues to work very closely with RedCat Partnership in continually reviewing the many Risk Assessments associated with the COVID-19 Pandemic and further reference to these is made under the COVID-19 section of this report.

Safeguarding of children and vulnerable adults is a priority for the Chapter and is included as a Standing Agenda item at monthly Chapter Meetings. The Cathedral's Safeguarding Committee, meets quarterly under the chairmanship of Lay Canon Mary Ruud, who is a member of the Chapter. Revd Canon Aidan Platten is the Cathedral's Named Person. Two external advisors sit on the Cathedral's Safeguarding Committee; Professor Marian Brandon, Professor of Social Work at the University of East Anglia and Becky Booth, Deputy Manager, Norfolk Safeguarding Adult Board. Chapter are currently looking to appoint a third external advisor to this committee and appoint an independent Lay Chair of this committee.

Sian Griffiths, the Bishop's Assistant Safeguarding Advisor is engaged on a part-time basis as Cathedral Safeguarding Advisor. A Service Level Agreement in respect of Safeguarding services is in place with the Diocese of Norwich. At the time of writing this report, Sian is about to retire and will be replaced by Peter Sayer who will serve as Cathedral Safeguarding Advisor. Peter's hours providing support to the Cathedral will rise to 7 per week and he will be based in the Chapter Office. A member of Chapter (normally the Chair of the Safeguarding Committee or the Cathedral's Named Person) sits as a member of the Diocesan Safeguarding Advisory Panel. This ensures a strong correlation of both Diocesan and Cathedral Safeguarding work.

Whilst Safeguarding is a Standing Agenda item at monthly Chapter Meetings, Chapter also undertakes an annual review of Safeguarding at its May meeting. This review, together with the annual report of the Cathedral's Safeguarding Advisor, is submitted by the Dean to the Bishop of Norwich.

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Safeguarding Policies are regularly reviewed at least annually. Close links are maintained with Norwich School over Safeguarding matters, particularly with regard to the Cathedral Choristers.

In October 2019, the Cathedral underwent a Safeguarding Audit as part of a national Safeguarding Audit of all Cathedrals. This was undertaken by the Social Care Institute for Excellence (SCIE). The Safeguarding Committee and Chapter undertake a quarterly review of the Action Plan arising from this. This quarterly update is published on the Cathedral website.

Public Benefit

Norwich Cathedral is an Ecclesiastical Charity, with regulation by the Church Commissioners rather than the Charity Commission. The Dean and Chapter always adhere to good practice in the way it conducts the affairs and business of the Cathedral. One thing which is central to all that we do is providing public benefit to those we serve and following Charity Commission guidance in this respect. Some examples of this include:

- Providing the Cathedral, free of charge to the Bishop for major Diocesan Services
- Providing Scholarships, Bursaries and Awards (totalling c.£155,000) to the Choristers
- Providing educational activities for 21,000 school children each year (note this dropped in 2020/21 due to COVID)
- Providing a warm and welcoming visitor experience to over 170,000 visitors each year (note this dropped in 2020/21 due to COVID)
- Providing volunteering opportunities, including training to over 600 volunteers (it should be noted that approximately 10% of our volunteers use their experience at Norwich Cathedral as a way back into work either due to special needs or after illness or mental breakdown). This has been further expanded with 183 additional volunteers recruited to help with the visit of Dippy the Dinosaur to Norwich Cathedral
- Promoting Volunteer Festivals to promote volunteering across the County of Norfolk
- Providing acts of worship every day of the year
- Providing facilities for conferences, events, concerts and seminars each year
- Providing adult education opportunities in partnership with Norwich Christian Centre for Learning (NCCL)
- Sharing skills and knowledge of the Dean and four Residentiary Canons by their assistance and advice for parishes within the Diocese of Norwich
- Donating £2,469 of our collections to charities during the past year and regular support for the Foodbank
- The Cathedral Community has adopted two Hope into Action Homes (one used for refugees) providing befriending and support with their integration and the second house accommodating a family fleeing domestic abuse.
- Engaging with mental health issues, including running mindfulness sessions for those struggling with low level mental health problems, all of the Cathedral Chaplains training to become Community Champions for mental health to better support visitors with mental health needs, some staff trained as Mental Health First Aiders, and the organisation of a city centre church network on how to help deal with mental health issues
- The provision of a database of different agencies offering support to improve sign posting for visitors who come with a range of needs
- All staff and volunteers being invited to become dementia friends as part of the Cathedral's commitment to dementia friendly Norwich
- Providing opportunities to work in partnership with others on social and community issues, especially with regard to more vulnerable social groups

Management of our Resources

Cathedral Fabric

As Cathedral Architect, Henry Freeland oversees the maintenance of the Cathedral Fabric and regularly advises the Chapter, prioritising projects and overseeing the work of contractors working on the building. The Chapter and Architect meeting is held monthly.

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In 2016, the Cathedral's Quinquennial Inspection Report was published. This detailed work required to the Cathedral fabric, in categories of urgency. Chapter are indebted to the Friends of Norwich Cathedral who so generously fund much of the general upkeep of the Cathedral building. This has enabled Chapter to steadily work through the most urgent items within the QI report, putting them in good order. Being proactive, as opposed to reactive, in the maintenance of the Cathedral is key to the well-maintained Cathedral building which we all value so much.

As part of this QI work, the following projects have been completed in the last twelve months:

Installation of a Surge Protection System

Automation of the South Transept Door to give easier universal access

Strengthening of the Heating Grates in the Cathedral

Re-lettering the Anne French Memorial

Conservation Works to the Spire including Re-gilding of the Weather Vane

Electrical Safety Works

Installation of New Metal Steps from the Gutters to the North East and South East Turrets on the Transepts Roofs.

Leadwork Repairs to Nave Gutters

Repairs to St Catherine's Chapel Roof

A generous donation enabling cleaning and conservation work to the Nave Pulpit. A system to enable live streaming and the provision of screens was installed in the Cathedral during the winter months and it giving huge benefits.

The Cathedral Architect is now compiling the 2021 Cathedral Quinquennial Inspection Report and this will inform our fabric repairs for the Cathedral going forward.

Planning permission was secured from the Cathedral Fabric Commission for England for a memorial to Le Paradis; commemorating the 97 soldiers who were massacred at Le Paradis in 1940. This was installed at the East End of the Cathedral in one of the bays of St Saviour's Chapel. HRH The Princess Royal attended a special service in recognition of this on 13 July 2021.

Work to repair the Library Windows in the Cloisters is planned for late 2021.

During the course of the year, the Fabric Advisory Committee has met three times. Detailed discussions with Norwich School led to the approval of new fencing of the Lower School perimeter to provide additional security for their Pre-Prep Department. Following detailed discussions with the FAC a detailed application was submitted to the Cathedral Fabric Commission for England for a Memorial to Le Paradis to be situated at the east end of the Cathedral. CFCE subsequently granted permission in June 2020 and the FAC have monitored the installation of this new and fitting memorial.

The Close

The 120 properties in The Close and immediate vicinity are the major source of income for the Chapter. The Chapter and Property Committee, therefore, consider it a priority to invest in these historic buildings to maintain standards and enable the generation of sustained income for future generations.

The Pandemic had a major impact on the first half of the year with the Works Team being on furlough for 10 weeks and on their return, we had to separate them into bubbles to prevent the likelihood of the whole team having to isolate. They could not work alongside outside contractors either; they had to follow on after one another which prolonged jobs. Our foreman also left in July 2020.

On the plus side, we were fortunate to have refurbishment projects in empty properties and that, along with external works, meant the team were able to get on and could maintain social distancing from residents. We only entered occupied houses in order to deal with essential works such as heating repairs, and emergencies. We also had to scale back the amount of external redecoration compared to normal.

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In the year up to April 2021, the in-house team of craftsmen prepared 11 properties for re-letting including extensive refurbishments of 5 houses; 25a The Close, 44 The Close, 49 The Close, 50 The Close, and 54 The Close. The largest project of the year was the conclusion of the refurbishment of 44 The Close. This very large house was gutted and had new wiring, heating, relocated kitchen, new and additional bathrooms, and rebuilt conservatory. It was then redecorated and given new flooring throughout.

Another large project was the stripping of the rear of 50 The Close. This three-storey building had failing render so it was stripped, timber framing repaired, insulated with sheep's wool, before being boarded and rendered in lime mortar. This was a major undertaking but the insulation has been a major improvement to the property.

The many miles of boundary and precinct walls in The Close need constant repair. In this last year we repaired the long flint wall between 50 and 51 the Close and gave it a new capping. An even bigger project was the repair of the 100 ft long wall on the Abbeyfield allotment. This required five new large brick buttresses to be built against it to counter a substantial lean, before the wall could be extensively repaired with new capping.

Using the in-house team is a very cost-effective way of achieving these large projects and refurbishments whilst maintaining consistently high standards of work. It also allows us to respond quickly to leaks and incidents.

Other Estates Department projects have included:

- External repair of joinery and subsequent redecoration of properties
- Rebuilding further sections of Close boundary walls
- Re-roofing of areas of 32 and 33 The Close
- Replacing inefficient boilers and install of complete central heating in 38 The Close
- Extensive electrical work in the offices at 3 The Close
- New secondary glazing in properties to improve energy performance.
- Upgrading of bathrooms
- Tree management

This is in addition to all the usual tasks of servicing boilers, testing electrics, plumbing, decorating, and everyday maintenance.

The carpenters are currently in the midst of joinery repairs before summer external redecoration programme, and our bricklayer has just embarked on wall conservation at 61 The Close and has a list of similar projects ahead. A number of properties are due to come back this summer and there is the prospect of a large refurbishment at 59 The Close. The two office buildings formerly occupied by Hansells (13 and 14 The Close) need work before they can be marketed. Other projects include repairs to further boundary walls.

In The Close we are investing in new litter bins to allow our visitors to recycle as much as possible; this is especially important during the busy period of the Dippy exhibition. We are also working with advisors in regard to tree planting, to build on the six large trees planted in this last year. This is in parallel with our current initiatives to improve the energy rating of our properties.

Finances

The effects of the COVID Pandemic have affected the Cathedral's operational budget in various ways; a significant drop in Visitor income, Donations, Service Collections, Refectory and Shop income and some rent. The Chapter regularly monitored the budget throughout the year and fresh projections were worked on a monthly basis. This was regularly communicated with the Church Commissioners.

With careful control of expenditure, staff savings as detailed in the HR section, prudent management of the property portfolio and it largely holding up against the effects of COVID, together with additional grant income from the Government, Church Commissioners and other local and national trusts, our financial year end was much better than originally projected.

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As detailed on page 30, the Cathedral general fund for the year ended 31 March 2021 showed a surplus of £555,303. After fund transfers of (£545,119) this gave a net increase in General Funds of £10,184, which together with £338,453 of funds brought forward, enabled Chapter to maintain its cash reserve figure. Procedures are in place to ensure that expenditure is properly attributed to specific funds before unrestricted reserves are called upon. The Chapter's aim is to ensure that unrestricted funds are maintained at reasonable levels, to allow flexibility in their availability and use.

The Chapter's future plans also require adequate funding. Our aim is to create an annual surplus which can then be designated to fund larger scale fabric projects. At year end, various designations were able to be made to longer term projects, including They Shall Laugh & Sing: The Norwich Cathedral Music Appeal and the establishment of a Property Fund.

Rental income amounted to £1,913,326. Investment property return on investment (before revaluation) for the year was £1,283,029 as per note 8 to the accounts.

A full five-year property valuation was undertaken by Savills as at 31 March 2021, resulting in a decrease of £1,749,910 in the value of the investment property portfolio and an increase of £331,110 in the value of the properties held for Cathedral use.

The Chapter has access to one loan facility of £600,000 for general purposes and property refurbishments and this is secured against three properties on the periphery of the Estate. This facility was not used during the course of the year.

As can be seen, the return on the Property Endowment is substantial and enables the Chapter to offer an enhanced programme of mission and outreach. In the current economic climate, it is even more important to keep abreast of the property market's trends and developments. The Chapter is keen to maintain a balanced portfolio within The Close. The Cathedral, Refectory and Hostry are insured on a first-loss basis for £92,035,363 with the Ecclesiastical Insurance Group.

Congregational collections, planned giving and collections handled on behalf of third parties totalled £65,376 for the year. The Cathedral policy is that ten per cent of the monies given as planned congregational giving is made available for alms giving (£6,200). The total collected in the main Advent and Christmas services is also donated to charities. £9,000 was donated equally between Christian Aid, The Trussell Trust and Norfolk & Waveney Mind. In the year to 31 March 2021, fourteen charities were supported, both local and overseas, including Hall School, Hebron Trust, Hope Into Action, John Aves Education Project, Leeway Domestic Violence and Abuse Services, Mancroft Advice Project, Norwich Food Bank, New Routes Integration, Norfolk St John Ambulance, Christian Aid, Priscilla Bacon Lodge, Revelation Bookshop, Sue Lambert Trust and The Clare School. The cost of arranging services and supporting the high musical standards amounted to £444,685.

The Chapter do not employ a fundraiser/consultant or Director of Development; fundraising is led by the Dean and Chapter Steward. The Chapter would wish to record ongoing thanks to the Trustees of Norwich Cathedral Trust, under the Chairmanship of Lay Canon Henry Cator, for their sound wisdom and sage advice on fundraising, and for their introductions to Charitable Trusts and Trustees. This help and support has been instrumental during the course of the year in securing £2,700,000 for They Shall Laugh & Sing – The Norwich Cathedral Music Appeal.

During the course of the year, grant awards have been received from the following charitable trusts, for which warm thanks are recorded: The Friends of Norwich Cathedral, Norwich Cathedral Trust, The All Churches Trust, The Worshipful Company of Dyers, The Garfield Weston Foundation, The Geoffrey Watling Trust, The Norwich Freeman's Charity, The Mr and Mrs Philip Rackham Charitable Trust, The Lady Hind Trust, The Norman's Foundation, and The McCorquodale Charitable Trust.

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As ever, the Chapter remain most grateful to The Friends of Norwich Cathedral, for their very generous support for projects associated with the maintenance of the Cathedral Fabric. The Friends are a separate legal entity from the Chapter, with over 2,600 members.

The Dean and Chapter would also wish to record grateful thanks for generous legacies and bequests received from the following supporters of Norwich Cathedral: Nigel and Eileen Bumphrey and Grace Maud Smith.

The Cathedral has also benefitted from grants during the course of the year from the Listed Places of Worship Scheme for VAT.

In December 2017, the Chapter launched They Shall Laugh & Sing – The Norwich Cathedral Music Appeal. The Appeal sought to raise £2,500,000; £1,800,000 to support the restoration of the Organ and £700,000 to support out Boy and Girl Choristers. Increased costs for the restoration of the Organ took the project to £2,700,000. The Chapter were delighted to write and thank all donors that £2,700,000 had been raised at Easter 2021. The Chapter remain indebted to all donors who have so generously supported this project.

Work to dismantle the organ and take it to Harrison and Harrison's factory in Durham will commence in the first half of 2022. It is hoped that the organ will be rebuilt and back in use by late summer 2023. An Organ Festival will take place in the summer of 2024 to celebrate the restoration and rebuild.

The Refectory and Shop are operated by Norwich Cathedral Enterprises Limited, a separate legal entity. As detailed elsewhere, the company gift aided £39,531 to the Cathedral after the year end.

The budget planning process is detailed and includes meetings between budget holders and the Chapter Steward and Finance Manager, a review of finances required to support departmental development plans, a review with Savills regarding rental incomes, a review of the previous year's activities and consideration of central Chapter sponsored projects, directly related to the aims and objectives of the Strategic Plan. The draft budget is scrutinised in detail by the Finance Committee and the Chapter, and the final budget is reported by Chapter to the Cathedral Council. The budget planning process includes Chapter undertaking a review of the pay and remuneration of all members of staff. The Chapter's budget, including Norwich Cathedral Enterprises for 2021/22 was set with a modest surplus of £20,954.

Going Concern

Having considered in detail the 2021/22 Budget, the cash flow projections to April 2022, the detailed Risk Register (updated with detailed COVID-19 section), the Reserves Policy, the large capital base of the Property Endowment and the currently un-utilised loan facility, the Chapter is confident that the Cathedral is more than able to meet its liabilities as they fall for the foreseeable future. The Chapter therefore considers that it is appropriate to prepare the financial statements on a going concern basis.

Reserves Policy

The Dean and Chapter acknowledge their statutory duty to have a Reserves Policy and for details of this to be published within the Annual Report and Financial Statements. This policy is not static and will be reviewed by the Dean and Chapter on an annual basis.

Level of Reserves

The Dean and Chapter consider that it needs the sum equivalent to three months of Salaries and essential costs taken from the 2021/22 budget to be held in reserve. For 2021/22 this amounts to £480,064.

Being mindful of not wishing to tie up large sums of cash (especially whilst interest rates are so low), the Dean and Chapter will keep a cash reserve of £300,000. There is an overdraft facility to supplement this to £480,000.

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Note: The overdraft facility has been available to the Dean and Chapter since April 2010 and is secured against Freehold Properties on Bishopgate, with the approval of the Church Commissioners – a letter dated 25 February 2008. The overdraft facility is not in use as at 31 March 2021.

In the longer term and as interest rates improve, the Dean and Chapter will aspire to hold a total cash sum equivalent to three months salaries and essential operational costs.

Current Reserves

As detailed on page 32, the Cathedral's General Fund Reserves currently stand at £348,637.

Human Resources

When members of staff leave or retire, the Chapter undertakes a review of each post alongside consideration of the future staffing and development needs of the Cathedral. This ensures that resources are used to good effect and deliver best value for money. The Chapter employs c. 65 members of staff, both full and part-time, and is grateful for the commitment, enthusiasm and dedication of the staff team.

The Chapter is fully committed to staff training and to developing a team which really understands and demonstrates a true empathy with the Cathedral's core Benedictine principles of Worship, Learning and Hospitality. During the course of the year, training has been undertaken in the following subjects: First Aid, EvacUChair and Safeguarding.

Human Resource matters are managed by the Chapter Steward. Chapter subscribes to the services of MENTOR, part of the Nat West Group, who offer HR advice and guidance, maintain the Staff Handbook and Contracts of Employment. During the COVID-19 Pandemic, extensive use has been made of MENTOR, dealing with the furlough scheme and associated employment issues.

The Cathedral benefitted from the Government's Coronavirus Job Retention Scheme. During the lockdown period, a maximum of 80% of the Cathedral's staff were furloughed.

Given the budgetary constraints due to COVID-19, Chapter also took the decision to suspend the planned pay award for all staff within the 2020/21 budget. However, an award was paid to staff in March 2021.

Chapter members worked hard to maintain close pastoral links and good communication with all furloughed staff. As staff gradually returned to work, a detailed one to one Return to Work interview was held so that the Cathedral's Health and Safety COVID policy could be shared with staff as well as a detailed Risk Assessment personalised to their particular area of work. In doing these detailed interviews Chapter aimed to make staff feel as safe as possible in the current climate to resume their duties.

Sadly, due to the effects of the COVID Pandemic, a number of fixed term staff posts could not be renewed and a restructuring led to some redundancies.

Activities, Achievements and Performance as linked to the Strategic Plan – Past and Future

A Place to Grow in Holiness

Worship

Worship has been central to the life of Norwich Cathedral since its foundation in 1096 and daily worship had continued unbroken, except for a brief time during the Commonwealth period, until the Covid 19 Pandemic.

The Government outlawed public gatherings for worship in March 2020 and the Church of England followed that with guidance that no-one should enter churches until further notice.

The Cathedral Clergy maintained the worshipping life of the Cathedral from their homes, praying Morning and Evening Prayer at the same time and celebrating a Eucharist each day.

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The Chapter responded by recording devotional videos which were posted on YouTube on a new Cathedral channel for worship, and the Cathedral also edited podcasts for the Diocese of Norwich which were uploaded under the name 'Sunday Hope'.

The Easter Vigil was marked by the Precentor singing the Exultet and blessing the Easter Candle on the Lower Close Green on Easter Eve with residents participating from their gardens or doorsteps; this was picked up by the Guardian newspaper and used as part of a photojournalism piece.

Easter Day was marked with singing Easter hymns from doorsteps, with the Master of Music playing his digital organ to lead the singing. The Choral Scholars then sang the Hallelujah chorus from their roof-top which was broadcast on Facebook.

As soon as restrictions allowed, the Cathedral Clergy returned to praying the daily offices of Morning and Evening Prayer and also celebrating the Eucharist. When further restrictions lifted, public worship resumed, initially with only one daily Eucharist.

Congregational numbers began to grow again quite quickly especially as the more vulnerable members of the congregation had received their vaccinations. Numerous members of other church congregations began to worship in the Cathedral as their churches were closed.

The usual provision of Cathedral Carol Services took place with much reduced numbers and by ticket only. Very few outside organisations came forward for their customary Carol Services.

Public worship was suspended again during January 2021 with the clergy continuing the daily offering of worship. Public worship resumed again early in Lent and on Palm Sunday the Cathedral Choir returned to singing.

Many of the usual services for other organisations have not been able to take place, but we held an Evensong commemorating the life of the Duke of Edinburgh and our usual City Service took place as part of Choral Evensong.

The Music and Liturgy Department is tentatively planning for a more recognisable year for 2021 into 2022.

Music

It goes without saying that the past year has been one of unprecedented disruption and challenge for the Cathedral Music Department – as has been the case for the whole organisation. Throughout it, I have been very grateful to have had the constant support of the Cathedral Chapter in maintaining the music provision as far as possible throughout the COVID-19 Pandemic, at a time when many other Cathedrals have had to cut back their musical offering significantly or even to stop altogether.

Whilst there have been many challenges, we have continued to provide music of a high standard for our worship, whether digital or in person and, crucially, managed to maintain the important relationships with and between our choristers. These have been the two overriding priorities during this past year when much of the department's other work has been unable to take place.

Throughout the Pandemic we have prioritised the ongoing contact with our choristers: in the first lockdown we moved to a programme of 'zoom' sessions which, whilst of limited musical benefit, enabled us to maintain the sense of a 'team' and keep crucial musical skills in the minds of the boys and girls. Games, quizzes and competitions (such as a 'virtual baking competition, judged by the Dean and the Bishop) were incredibly important ways of maintaining morale. We undertook a number of virtual recording projects for the choristers, most notably the 'Sing Forever' project in aid of the Cathedral Music Trust Emergency Fund. This Norwich-initiated and led project saw over 260 choristers from Cathedrals across the country brought together virtually alongside stars Aled Jones and Elizabeth Watts, and the result attracted wide media attention. In July 2020, we had to hold an online end-of-year 'zoom' gathering in place of our usual valedictory service for the leaving boys and girls. All of them had contributed a great deal to the cathedral choir and it was a real sadness that the end of their time in the choir was disrupted to such an extent by COVID.

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In September and October 2020, the choristers made an incredibly impressive return to singing, despite the challenges. We were fortunate to be able to resume our normal pattern of services, albeit with many differences: services having to take place only in the nave, for reasons of space and distancing; the choristers having to be distanced at 1m+ for rehearsals and services; their tea, changing and other routines necessarily changed to ensure COVID safety. The distancing of choristers one from another is particularly challenging: choristers typically learn from each other, the younger boys and girls standing shoulder to shoulder with the more experienced choristers – and this has not been possible in the same way.

During the November lockdown, when public worship was once again suspended but schools were still open, we were fortunate to be able to continue morning rehearsals with the boys as part of their school routine despite the fact they were not singing for services. This was useful time in preparation for Advent and Christmas.

We were able to resume choral worship in time for a delayed Advent Procession. Because of COVID regulations and the need to limit the numbers of those singing, the boys and girls have been unable to sing together. As a consequence, each group took it in turns to sing the major Advent and Christmas services (many of which were repeated to enable greater numbers of the congregation to attend).

Considering the extraordinary disruption, the choir produced some excellent singing in December, much of it live-streamed via the Cathedral's YouTube channel. The installation of technology in the Cathedral to make broadcasting and recording possible has had a tremendous impact: from the correspondence received after Christmas it is clear that the online worship meant a very great deal to those who would normally have attended in person, as well as to many others who watched from further afield. The Norwich Cathedral services YouTube channel has nearly 1,400 regular subscribers with many services and recitals watched many more times than that (the New Year's Day organ recital having received over 30,000 views).

After another prolonged period of meeting online only at the start of 2021, we were delighted to be able to bring the choristers together again in person once schools re-opened in March. After careful thought, planning and assessing of risks (with the help of Sarah Daniels, the Chapter's independent Health & Safety Advisor) we were able to resume a relatively 'normal' pattern of choral worship from Palm Sunday onwards – although not in normal conditions. The fact that the choir was able to sing throughout Holy Week and Easter brought much joy and comfort to many.

It is good to note the continued success of the Cathedral Girls' Choir: at a time when the role of girl choristers and the parity with what boy choristers do is very much under the spotlight, we feel that our model works well, most importantly for the girls themselves. One of our girl choristers, Alice Platten, was a semi-finalist in the 2020 BBC Young Chorister of the Year, singing on BBC 1's 'Songs of Praise'. The introduction of financial awards to the Cathedral Girl Choristers in 2020, following the good progress of the Cathedral's Music Appeal, has been a great step forwards, providing some financial recognition of the girls' immense contribution to the musical and worshipping life of the Cathedral. They currently each receive £500 p.a., and this will rise to £1,000 p.a. from September 2021.

We were very fortunate to have held auditions in January 2020, before the Pandemic struck, and had the best field of candidates in recent years, both in number and quality. In September 2020 we were therefore joined by an excellent group of new boys and girls, with both choirs being full despite the Pandemic. It is particularly pleasing that two new girl choristers came from within the recently formed Cathedral Children's Choir. There is a good deal of interest in places for both boys and girls for September 2021, despite the fact we have been unable to run our usual 'Be a Chorister' days, and we expect to start the new choir year with a full complement of boy and girl choristers.

The long periods off singing were particularly difficult for the Lay Clerks, for whom singing in the choir forms such a large part of their lives. We were fortunate that the Government job retention scheme, along with help from the Cathedral Music Trust, has been able to support them financially throughout the Pandemic. We are in the process of revising Lay Clerks' contracts to take into account the need to live-stream and broadcast more worship going forwards.

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There continues to be a steady stream of interest in choral scholarships at the Cathedral: three scholars are leaving at the end of the current academic year and we are looking forward to welcoming Grace Wright (alto), Tom Chesworth (tenor) and a former Norwich chorister, Angus Murphy-Lennox (bass) to replace them. The choral scholarships are an essential part of our continuing music education work, providing young singers with valuable experience as they consider the next steps in their careers.

Initially forced to stop its activities due to the COVID Pandemic, the Cathedral Children's Choir resumed online from June 2020 and proved immensely popular. After the Director of the Children's Choir was made redundant at the start of the Pandemic, this group has been taken over by the Master of Music for the foreseeable future, although this may not be sustainable in the longer term. The children are now able to meet again on Saturday mornings, with a current maximum number of 30 due to social distancing requirements, but there is a waiting list and considerable interest. It is pleasing to see that this is already feeding through to the Cathedral choirs, with some girls and boys in the Children's Choir applying for auditions to be choristers.

As part of its programme for the visit of 'Dippy' to the Cathedral, the Chapter commissioned a new work from leading choral composer Bob Chilcott, 'Creation Song', to be sung by Primary School children from across the County alongside the Cathedral Choir, around the dinosaur in the Nave of the Cathedral ('Sing to Dippy' events). The première performances are now planned for October 2021 and, with the support of the Norfolk Music Hub, we anticipate hosting around 300 children for each performance. This in turn will, I hope, generate renewed interest in the Primary Schools' singing outreach which was happening before the Pandemic.

Termly visits into the Diocese, forced to stop by the Pandemic, will resume next academic year as part of our ongoing musical ministry.

In the year 2020-21, maintaining our 'core' offering of choral worship where possible has been the priority. It goes without saying that COVID has forced the suspension of almost every other activity that usually forms the department's work alongside the rhythm of daily services. We have been unable to host any concerts in the Cathedral (with the exception of some organ recitals with a limited audience). The Cathedral Chamber Choir has had to stop completely, although we were pleased to welcome back some of its members to help lead the outdoor carol singing in the Cloister on two Saturdays in December. Our schools' outreach programme has not been able to run; neither has the Cathedral Choir been able to sing anywhere away from the Cathedral in the Diocese or beyond. We were fortunate that our new recording of choral music by Benjamin Britten was completed in February 2020, before the Pandemic struck, but additional projects such as this, choir concerts elsewhere or choir tours, have had to be put on hold.

The intention is to re-launch the Chamber Choir in the autumn of 2021, ahead of its first concerts in December 2021. With the closure of St George's Music Shop in the city, consideration needs to be given to where and how tickets for Cathedral concerts can be sold in person and over the telephone.

The project is now coming together quickly, with dates finalised for the removal of the current organ in June 2022 and the installation of the newly restored organ from January 2023. We intend to give presentations to the Cathedral staff and other interested groups to explain the work that is to be done: inevitably there will be some disruption to normal Cathedral life whilst the work is ongoing. The project is expected to be completed by the summer of 2023 and we intend to host an Organ Festival in the summer of 2024 to celebrate the completion of this major project.

The impact of the Pandemic, with the long suspensions in choral worship and strict regulations around social distancing whilst singing, have had considerable impact on the Lay Clerks and Choral Scholars who have been unable to do their jobs for a large proportion of the past 12 months. We are fortunate indeed not only that the Government's job retention scheme was able to support them, but also that extra funding was forthcoming in this regard from the Church Commissioners, to support Lay Clerks' salaries in Cathedrals across the country.

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Our Cathedral Organist, David Dunnett, had to be placed on the furlough scheme in the first lockdown, with public worship in the Cathedral suspended. He returned once worship in the Cathedral resumed and to participate in the popular series of online organ recitals.

The Assistant Organist, George Inscoe, has worked throughout the Pandemic: along with the Canon Precentor, he is to be thanked for masterminding and enabling the Cathedral's digital worship which has played a vital role over the past twelve months.

The PA to the Canon Precentor and Master of Music (Mrs Tracy Bigwood) was placed on the job retention scheme in March 2020 but returned to full-time work in April 2021. The new post of Choir Administrative Assistant, created in September 2019 (12 hours per week), was unable to be renewed after an initial six-month period because of financial considerations, but it is positive news that this position will be re-advertised with an appointment made in time for the start of the new academic year.

With the support of the Canon Precentor, the whole Chapter and excellent colleagues in the Music Department, we have been able to make the best of what has been an immensely challenging and unprecedented situation over the past year. We can be proud of the quality and quantity of music that has been offered, digitally or otherwise, against the odds. It may yet be some time, until music in the Cathedral can return to what was previously the norm but I hope that, as life returns to its pre-COVID normality, music can be instrumental not only in enriching the worship but in drawing people of all ages back to the Cathedral through the many musical opportunities, performances and activities we offer.

The Broderers' Guild

The Broderers Guild was closed between March and September 2020. I returned from furlough in early September to organise and alter choir robes, and was joined in early October by eight volunteers. Adjustments in workshop practice due to the Covid risk assessment worked well, with each group of volunteers working on separate projects and attempting to finish off work already close to completion.

The workshop closed to volunteers during the November lock down, with only three of the Wednesday volunteers returning when the workshop reopened in December. I used the time productively to cut out, preassemble and prepare the packs for the new white set for the Cathedral.

The Workshop closed again in early January 2021 not to reopen until mid-April. I returned from furlough for 2 days in March to help prepare for the choir's return.

Cathedral work this year included the labelling of 45 sashes for Cathedral volunteers. Work started on the white set which is expected to be completed later this year.

We supported the Music Department through our ongoing practical assistance with the men's, girls' and boys' choir robes - both in alterations and repairs as well as researching, measuring and ordering new cassocks and robes as required and made a new set of cravats for them.

We carried out work for the Sacrist's office with running repairs and alterations to Vergers' robes, measuring for new cassocks and repair or replacement of textile items such as cinctures and cravats.

Current work includes repairing a funeral pall for the Guild of All Souls, Walsingham and making a new red frontal, burse and veil set for Somerleyton Church which are expected to be finished in April. The new white silk damask set for the Cathedral is mostly cut out and ready to stitch together, and will be the next project for the volunteers.

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Future confirmed work for the Cathedral includes the remounting of the Norwich Union frontal embroidery onto white silk damask, and an Advent frontal. Outside work includes a stole for June Garrett, repairs to Kenninghall's MU banner, a new green chasuble, stole pulpit fall, burse and veil set for Christchurch Eaton, chasuble and stole repairs for Venerable Arthur Hawes and red superfrontal repairs and a new green, white, purple frontal for Gresham's School.

New enquiries included repairs to a vestment set for St Stephen's Church, Gloucester Road, London.

Before lockdown, we had 17 volunteers, including 4 half day volunteers. During lockdown, one volunteer retired and another one left us to take up a place on a museology course at Leicester University. Eight volunteers have returned so far and the remainder are eager to return when they are in a position to do so.

A Place to Share Learning

Learning takes place at Norwich Cathedral through helping people of all ages and backgrounds to understand the Christian faith, the role played by the Cathedral in the life of Norwich and Norfolk from its foundation to the present day, and to experience the spiritual power of a sacred place.

Schools and Family Learning

Due to the Covid 19 Pandemic this has been a very quiet year for the Schools and Family Learning Department. From April until the end of August Debbie Whitbread (the part-time Schools Administrative Assistant) and I were furloughed. Janet Marshall (Head of Schools and Family Learning) continued to work from home producing home learning materials until mid-June 2020.

Following Janet's retirement in July we returned on reduced hours at the beginning of the autumn term to prepare for an expected restart of school visits and in preparation for Dippy, (who was then due January – March 2020). We continued on flexi-furlough for the rest of the term.

The Cathedral decided to delay school visits until after the October half term and we had eight school sessions booked in for November. However, at the end of half term, a further lockdown was announced and these visits had to be cancelled. We were able to reschedule one at the beginning of December. One of the volunteers and myself visited three schools for six sessions of 'Christmas Messages' early in December. A recorded assembly for Advent was also provided for Norwich Primary Academy.

From January to March 2021, Debbie was once again furloughed with the winter lockdown. I continued on flexi furlough working just half day or one day a week until March when I then increased my hours to 1.5 days a week. During this time, I worked on materials for the Dippy at home part of the website, and made plans for the education science workshops that will be running alongside the everyday school visits to see Dippy. Newsletters and flyers for schools were produced and sent out during March with details of our 'education offer' for Dippy.

I wrote and arranged the materials for the 'Inspiring Norfolk' project which was filmed with the Dean in the Cathedral earlier in the year. These materials have since been published on their website.

Working with Diocesan Education staff we began planning ahead for Diocesan Schools' days in 2022, one to be held in March on the theme of Creation and a Transition day for year 6s in July. We have also spent some time looking at how the Julian Centre might be used within the Education programme and have begun to write some materials to use for this.

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Library

The Library was completely closed due to Covid-19 lockdown from 24 March until September 2020. We opened two days a week through September, and returned to our full three days a week for October (although on reduced hours), but then were shut down again for November. Three days a week resumed for three weeks in December, then Christmas and further national lockdown meant the Library was closed through the remainder of the period to the end of March 2021.

In this time, the Library has sought to maintain a service in a number of ways: opening as much as possible, with necessary restrictions in place; offering alternative ways of enabling book loans – reminding users that we offer postal loans, being willing to meet people outside to exchange returns and new loans. All subscriptions and loans that fell due during the periods of lockdown were extended. In those periods when the Library has been able to open, both study space and loan provision have continued to be used regularly, although at a much reduced rate.

Library volunteers were welcomed back during September and October, receiving “return to work” sessions provided by the Cathedral, and encouraged to return when they were happy to do so. Most volunteers have been eager to resume their work, although for some, circumstances have altered to preclude their return.

The Librarian had a period of complete furlough, then has been on varying proportions of part time working and flexi-furlough. This has enabled some service to be continued – having the Library accessible to the public being the greatest aim, but even when this has not been possible, the Librarian has continued to respond to enquiries. Indeed, the reduction in access has in some ways enabled a greater level of contact with some enquirers, as for example students who might otherwise simply have visited the building for art history projects, have needed to be guided more specifically through their visit.

Background tasks have been able to continue, focusing in particular on updates to the Inventory in preparation for the annual Report to FAC in February, and ongoing cataloguing work for the Historic Library.

Since February, the Library’s weekly “Listening Lunch” has restarted online, and has continued to thrive as we gather virtually to hear a reading from a book – relaxing the rule that the book must come from the Library of necessity because most attendees have been unable to access the Library. This has allowed people to share things they have enjoyed during lockdown, and the meeting continues to offer unexpected material and opportunity for interesting and varied conversations.

The Librarian devolved responsibility for co-ordinating Heritage Open Days events for 2020, as for almost all the planning period she was on furlough.

The Librarian has endeavoured to keep a changing object display in the Locutory display case for the benefit of those few people who have frequented the Cathedral during this period. A fifteenth-century alabaster panel depicting the Nine Orders of Angels, was displayed for the Christmas season (“Sing, choirs of angels...”). During Lent, photographs of bosses and misericords depicting images relating to Lent and the Passion were displayed, partly in memory of Marshall Rose, sometime Cathedral guide and indefatigable researcher of these and other aspects of the cathedral.

Several attempts to restart NCCL sessions online have proved abortive as further periods of lockdown (and more significantly, periods of furlough for the Librarian) made the programmes unsustainable.

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Exhibitions

The Coronavirus Pandemic played havoc with the Cathedral's exhibition programme, as it has done with many aspects of life around the world. In the end, during the reporting year we were able to offer only one exhibition, during the autumn lull. Ray (painter) and Sasha (stained-glass artist) Ward brought 'The Cloud of Unknowing' to the Hostry; in their thirty years of marriage, this was their first collaborative exhibition. It combined a wall of Ray's black-and-white paintings with another of Sasha's stained-glass panels, including glass versions of some of Ray's drawings. Sasha also offered insights into the technical side of glass making, including examples of the raw materials, tools, and techniques she employs. In a time of anxiety and uncertainty, their exhibition brought a wealth of human warmth and ingenuity to the Hostry.

For our other scheduled artists, the Pandemic has meant an extended postponement to showing their work. The news, however, was not all bad. The break in exhibitions has meant that the Exhibition Panel has been able to focus on investing in new lighting, glass cases, and display blocks which will enhance the Hostry space and our ability to show the artists' work to best advantage.

A Place where all are Welcome

Cathedral Community and Volunteers

Perhaps the strangest time in the past year was the beginning of the first lockdown when the Cathedral was closed to everyone, even the Chapter clergy. Whilst we often focus on the glorious architecture of the Cathedral, this enforced closure was a powerful reminder that what really makes the building come alive and shine is the presence of the people associated with our Cathedral Community

Many of the ways that we foster that sense of community through meetings and other gatherings have been temporarily lost to us. However, it has been very impressive to see the networks amongst both our regular worshippers and our volunteers supporting, helping and encouraging one another. Although through lockdown we have often been apart there has been a real sense of still staying connected. Towards this Chapter's pastoral support moved from face to face to telephone and online support.

It has been good to gradually welcome people back to in-person worship and we have been very grateful for the care and consideration everyone has shown in following the guidance of hands, face and space, helping ensure the safety of others around them. It has been pleasing to have both congregation and visitors report how safe they felt in the Cathedral. Understandably not all have yet felt ready to return, so our ability to also live stream our worship has been an important way to maintain the bonds of community.

As we have gradually re-opened, we have also begun to welcome back our volunteers. They have all been taken through a safe to return to volunteering process and attended training on safe volunteering during Covid. Although for the majority of the year it has only been a minority of our volunteers who felt able to return, they have been vital to ensuring the safe operating of the site. We have been immensely grateful for their commitment and dedication, adapting to new ways of working and being flexible as the regulations have changed and evolved.

The Cathedral Community Committee has been in abeyance for much of this time and we look forward to re-engaging with one another as lockdown restrictions ease. Throughout the Pandemic members of our community have continued to support our two Hope into Action houses, including enabling one family to move on and to welcome another new family. Again new ways of working have had to be found but the support offered, even at a distance, has been much appreciated.

Marketing and Communication

An increased focus on digital communications due to the ever-changing situation with the Coronavirus Pandemic was one of the defining factors of the last year in marketing. This included, among other things, a greater emphasis on social media, the creation of a new Cathedral virtual tour, adapting the current website and an ongoing project to develop a new website.

NORWICH CATHEDRAL
ANNUAL REPORT OF THE CHAPTER
FOR THE YEAR ENDED 31 MARCH 2021

Alongside this, the Marketing Department has been busy with extensive preparations for the rescheduled Dippy on Tour exhibition as well as dealing with media interest on everything from the WallWalkers' spire restoration work to the incredible gift of one of Edith Cavell's last letters.

Due to the Pandemic, the year was very different to what was anticipated. With the Cathedral building closed for part of the time, and many events cancelled or postponed, there was a complete shift in focus on the marketing front. Longstanding printed publications, such as What's On, were paused and there was a much greater emphasis on digital media which is much more flexible.

Digital marketing and communications – in particular the Cathedral's website and social media – have always been important but came to the fore more than ever before. With these digital tools, the aim was to spread the word that (a) the Cathedral continued to be here for all despite the lockdowns and (b) the Cathedral was reopening in the safest possible way for the public. Coverage in the traditional media helped to reinforce these messages.

There was lots of coverage around the Cathedral's response to the Coronavirus pandemic, with the local print and broadcast media covering topics including the Cathedral's digital worship plans, the chorister's Hymns From Home project, the new virtual tour, and the plans for reopening.

Some other specific examples related to the pandemic included:

- The Cathedral's Holy Saturday 2020 worship was featured in The Guardian as a picture of the week as well as in a picture essay looking at worship during the pandemic.
- Ahead of the Cathedral reopening for individual prayer in June 2020, the Cathedral was featured in a story for The Times and the Dean also did an interview on Radio Two.
- An image of the Cathedral's Coronavirus Memorial was the full front page of the Eastern Daily Press on January 26 2021 and in the same week it was also featured by The Times, The Guardian, The Telegraph, the New Statesman, BBC Look East and online, and even as far afield as the Brisbane Times in Australia.

The WallWalkers' restoration work on the spire during the summer received a huge amount of coverage across all the main local media outlets, with the EDP and ITV Anglia in particular running a series of stories. ITV Anglia's reports also appeared on the national show All Around Britain. The Press Association featured the WallWalkers, resulting in national coverage in The Guardian, The Times, i, and Daily Express, meanwhile The Telegraph sent their own photographer to cover the project.

Another event to receive lots of attention was the Cathedral being gifted one of Edith Cavell's last letters home. The story was featured on pages 1-3 of the Eastern Daily Press on Armistice Day and was a double page spread in the Evening News. It was also featured by ITV Anglia, the Church Times, Radio Norfolk and Radio Cambridgeshire, BBC online and, via the Press Association, many regional papers across the country.

Between 1 April 2020 to 31 March 2021 there were about 50 stories featuring the Cathedral in the Eastern Daily Press and a similar number in the Evening News. In addition to the stories mentioned above, topics included the Cathedral teaming up with the EDP and Evening News for a new Carols in the Cloister event, updates on Dippy, the peregrine falcons, the summer 2020 Ploddy's Prehistoric Adventures Trails and Dinosaur Art Competition, one of the choristers being a Young Chorister of the Year semi-finalist, and the annual Edith Cavell service.

The Cathedral was the cover image of the June 2020 issue of Norfolk Magazine and inside the magazine was a beautiful four-page picture essay of Cathedral images by photographer Bill Smith.

Radio Norfolk highlights included a series of interviews with the Dean, the Master of Music and two choristers across the four Sundays of Advent, as well as interviews about the 90th anniversary of the Friends of Norwich Cathedral, updates on Dippy, the Young Chorister of the Year competition, the Cathedral Choir's latest CD and All Souls' Day.

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One particularly exciting digital development on the Cathedral website was the launch of the new 3D 360 virtual tour, which allows people to explore the Cathedral and Cloister from anywhere in the world using their phone, tablet or computer.

The tour, by Norwich-based Vortex Visual, was launched shortly before the second lockdown and proved invaluable in giving people a window to explore the Cathedral virtually at a time when it was not possible to do so in person.

It was very well received, with lots of great comments on social media. The tour was also featured by Visit Norwich, Visit Norfolk, the EDP and Evening News, ITV Anglia, Norfolk magazine and Network Norfolk.

The importance of the website was highlighted more than ever during the recent lockdowns and the current website was adapted to reflect the changing situation of the Pandemic by, for example, featuring digital worship, videos and other virtual content and also incorporating a new online donations portal.

The website – along with social media – was one of the key ways in which we were able to highlight that, while the building was closed, there was still lots happening in the Cathedral community and the Cathedral continued to be here for everybody 24/7. As we moved out of the lockdowns, the website continued to be an important tool for communicating the latest information to all.

The current website runs by a content management system which is becoming incredibly niche and the creator of this website also no longer offers maintenance and support for this type of CMS. As a result, we have appointed Norwich-based agency Flocc to create a new Cathedral website which will be created in WordPress as this appears to be widely regarded to be the most user friendly and versatile CMS.

We have made great progress in our social media presence thanks to the combined efforts of the marketing and the liturgy and music departments, and going forward it will be important to continue to increase manpower in this area.

We have seen significant increases in our followers across our social media platforms as the figures below show:

	Twitter	Facebook	Instagram
March 2016	8,132	3,500	
March 2017	9,995	7,195	
March 2018	11,215	10,534	
March 2019	12,023	12,120	4,900
March 2020	13,200	14,317	6,931
March 2021	13,700	16,450	9,000

As of March 2021, we also have about 7,500 followers on the Norwich Cathedral YouTube account and about 1,650 followers on the Norwich Cathedral Services YouTube account.

Christmas 2020 was a good example of the breadth of our social media content. Alongside the YouTube live-streams of services, we also had two social media Advent calendars which proved popular - the Advent Windows posts reached about 1,700 people each day and the Choir's Choral Advent Calendar reached between 2,500 to 3,500 people. There was also a special focus on the Cathedral Shop and this had a positive impact on sales. We also created a photo highlights video for Christmas Day and a video looking at 2020 in pictures for New Year's Eve. Our Christmas social media was complemented by e-shots signposting people to the different ways they could enjoy a 'Cathedral Christmas' from home via our social media and website.

NORWICH CATHEDRAL
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Some other social media highlights in the past year included:

- The news of Edith Cavell's letter being gifted to the Cathedral on 11 November reached 18,563 people, including 8,370 on Facebook, 4,985 on Twitter and 5,208 on Instagram.
- The February announcement of the new Dippy dates reached 154,371 people on Facebook, 12,935 people in Instagram and more people on Twitter.
- Canon Andy's poignant video of Bill Smith's Coronavirus Memorial pictures was watched more than 10,400 times on Twitter coupled with further views via Facebook and YouTube.
- The organ recitals regularly attracted several thousand views on YouTube and the New Year's Day recital attracted an amazing 31,000 views.

As previously mentioned, we paused most printed media from March 2020 due to the Pandemic and focussed instead on digital media. The only exception was the Cathedral's Welcome booklet and the children's trail sheets for the summer 2020 Ploddy's Prehistoric Adventures programme. Both of these were able to be given out safely as visitors entered the Hostry.

The dates for Dippy on Tour were postponed twice, with the current exhibition dates – 13 July 30 October 2021 – announced in February 2021.

There continued to be a huge amount of media interest in Dippy. News of the latest Dippy dates was covered by the EDP and Evening News, Radio Norfolk, ITV Anglia, Visit Norfolk, Association of English Cathedrals and Network Norfolk, and, as mentioned earlier in the report, we also had a great response on the Cathedral's social media.

The Dippy marketing and communications plan went through various revisions with the Natural History Museum and, working with Norwich-based agency Flocc, we also focussed our efforts on the creation of a new Dippy on Tour website which aims to include everything people need to know ahead of a trip to see Dippy. We have also booked in the creation of a Virtual Dippy Tour and photography for all the key highlights of Dippy's visit – both will play a key role in the Dippy website and our social media throughout Dippy's stay at the Cathedral.

In order to help build excitement about Dippy's visit across the city, advertising has also been booked in on 20 double-decker buses for the first month of the exhibition.

Prior to the latest Dippy dates being revealed, the previously revised Dippy dates for January to March 2021 had been announced in July 2020 along with Ploddy's Prehistoric Adventures - a series of trails through the Cathedral and a children's dinosaur art competition for summer 2020.

Ploddy's trails proved very popular, with the new footfall counters reporting a steady increase in both the Cathedral and Refectory over the period of the trails across the summer holidays and in the October half-term holiday. The winners of the Dinosaur Art Competition were also featured on page three of the Evening News in October as well as in the EDP.

Mission

Since our re-opening after the first lockdown the main mission of the Cathedral has been to simply be there for people. Whether the Cathedral has been open for full visiting or just for individual prayer (as the regulations have changed) so many of our visitors have commented how coming into the Cathedral has been an important part of their coping with lockdowns and all the uncertainties of this time. They have commented that it has felt a safe space and valued the opportunity to have a space where they can reflect, pray or light a candle.

Many have also taken advantage of the opportunity to email us prayer requests. In particular there has been regular requests for the names of loved ones to be remembered at our weekly Requiem. Knowing their loved ones were being remembered in the Cathedral clearly brought much comfort, especially at a time when many could not attend funerals.

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In preparation for our re-opening we also created a memorial to those who had died from Covid-19. On the floor of the Nave Sanctuary a cross was laid for each person in the county of Norfolk who had died from Covid-19. As the numbers dying from Covid grew, so the number of crosses increased, a visual and moving reminder of the stages of the Pandemic. Since Easter, as the death rate from Covid has thankfully declined, we are now offering visitors the opportunity to take one of these crosses away, along with a prayer card, so they can continue to remember at home those who have died from the Pandemic. It is Chapter's hope that at a future point a permanent memorial can be created to remember all impacted by Coronavirus.

The planned visit of Dippy the Dinosaur from the Natural History Museum was postponed from the summer of 2020. Initially he was rescheduled for January 2021 but he is now scheduled to arrive in July 2021 for three and a half months. We look forward to the conversations Dippy's presence will generate. In particular we will be looking to use Dippy's presence to help us focus on the issues of climate change and food sustainability, as well as the relationship of faith and science. In preparation for Dippy's visit we have been recruiting extra volunteers to help support the additional visitors we will be welcoming to the Cathedral. To date some 158 new volunteers have been recruited.

Dippy's forthcoming visit has helped us reflect further on the Cathedral's own eco impact. Having last year been awarded bronze eco-church status we are now working towards the silver award. This is part of our wider engagement with issues of social responsibility and the ways the Cathedral can play its part in supporting both the local and wider community in the recovery from the pandemic, and the issues it has raised for our nation and world.

Powers of Investment

Powers of investment are contained in section 16 of the Cathedrals Measure 1999. Subject to the provisions of that section, Chapter has the following powers of investing monies which form part of the endowment of the cathedral church namely:

- a) Power to invest in the acquisition of land;
- b) Power to invest in any investment fund or deposit fund constituted under the Church Funds Investment Measure 1958 (The Dean and Chapter have adopted the Church of England's Ethical Investment Policy); and
- c) The same powers of investing as a trustee has under section one of the Trustee Investments Act 1961.

Approval of Annual Report

These accounts were approved by the Chapter on 6 September 2021 and are signed on its behalf by



The Very Rev'd Dr Jane Hedges
Dean

NORWICH CATHEDRAL
AUDITOR'S REPORT
TO THE CHAPTER OF NORWICH CATHEDRAL

Opinion

We have audited the financial statements of The Chapter of Norwich Cathedral for the year ended 31 March 2021, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Cathedral-only Balance Sheets, the Cash Flow Statement and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Cathedral's affairs as at 31 March 2021 and of the group's net movement in funds for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the guidelines specified by the Church Commissioners under the powers given to them by Section 27 of the Cathedrals Measure 1999.

Basis for opinion

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

Responsibilities of the Chapter members for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

NORWICH CATHEDRAL

AUDITOR'S REPORT

TO THE CHAPTER OF NORWICH CATHEDRAL

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the entity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the entity and considered that the most significant are the Accounting and Reporting Regulations for English Anglican Cathedrals, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the entity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

Conclusion relating to going concern

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

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

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

Other information

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

NORWICH CATHEDRAL
AUDITOR'S REPORT
TO THE CHAPTER OF NORWICH CATHEDRAL

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

Matters on which we are required to report by exception

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

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

Use of our report

This report is made solely to the Chapter members, as a body, in accordance with Section 27 of the Cathedrals Measure 1999. Our audit work has been undertaken for no purpose other than to draw the attention of the Chapter members to those matters which we are required to include in an auditors' report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Chapter, and the Chapter members as a body, for our audit work, for this report, or for the opinions we have formed.



Frank Shippam BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

MA Partners Audit LLP

Statutory Auditors

7 The Close, Norwich, NR1 4DJ

Date: 28 September 2021

NORWICH CATHEDRAL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Income	3						
Donations, legacies and grants:							
- Donations		200,969	-	248,970	8,494	458,433	796,853
- Legacies		1,000	-	-	-	1,000	268,956
- Grants		331,210	2,503	204,479	-	538,192	178,837
Income from charitable activities		21,667	-	-	-	21,667	91,622
Income from other trading activities		288,563	-	(202)	-	288,361	687,672
Income from property and investments		2,020,153	-	-	-	2,020,153	2,145,814
Total income		2,863,562	2,503	453,247	8,494	3,327,806	4,169,754
Raising funds	4	(1,027,984)	-	-	-	(1,027,984)	(1,509,821)
Net incoming resources available for mission		1,835,578	2,503	453,247	8,494	2,299,822	2,659,933
Expenditure on mission	5						
Ministry		(612,530)	(252)	(213,236)	-	(826,018)	(953,842)
Cathedral and precincts upkeep		(476,090)	(69,161)	(131,663)	-	(676,914)	(997,044)
Education and outreach		(147,229)	(18,176)	(35,596)	-	(201,001)	(219,982)
Other expenditure		(30,156)	-	(290)	-	(30,446)	(71,039)
Total expenditure on mission		(1,266,004)	(87,589)	(380,785)	-	(1,734,378)	(2,241,907)
Total expenditure on raising funds, mission and governance	6	(2,293,988)	(87,589)	(380,785)	-	(2,762,362)	(3,751,728)
Net incoming / (outgoing) resources		569,574	(85,086)	72,462	8,494	565,444	418,026
Gains on revaluations and disposals of property and investments							
Investment property	11	-	-	-	(1,749,910)	(1,749,910)	-
Non-investment property	11	-	-	-	331,110	331,110	-
Investments	11	-	-	-	345,670	345,670	(220,591)
		-	-	-	(1,073,130)	(1,073,130)	(220,591)
Transfers between funds	9	(214,582)	297,726	(262,095)	178,951	-	-
Net increases / (decreases) in funds		354,992	212,640	(189,633)	(885,685)	(507,686)	197,435
Funds brought forward		372,294	899,218	932,030	71,802,787	74,006,329	72,808,893
Funds carried forward		727,286	1,111,858	742,397	70,917,102	73,498,643	73,006,328

For analysis of 2020 Statement of Financial Activities by fund see note 23.

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
CATHEDRAL STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

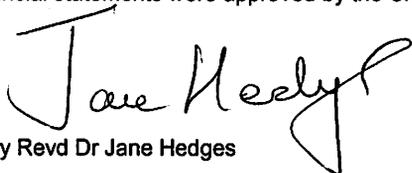
	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Income						
Donations, legacies and grants:						
- Donations	214,891	-	238,970	-	453,861	849,491
- Legacies	1,000	-	-	-	1,000	268,956
- Grants	243,180	2,503	204,479	-	450,162	178,837
Income from charitable activities	21,667	-	-	-	21,667	91,622
Income from other trading activities	235,951	-	(227)	-	235,724	151,744
Income from property and investments	1,915,351	-	-	-	1,915,351	2,022,222
Total income	2,632,040	2,503	443,222	-	3,077,765	3,562,872
Raising funds	(912,847)	-	-	-	(912,847)	(1,037,614)
Net incoming resources available for mission	1,719,193	2,503	443,222	-	2,164,918	2,525,258
Expenditure on mission						
Ministry	(509,809)	(114,358)	(420,003)	-	(1,044,170)	(807,618)
Cathedral and precincts upkeep	(481,539)	(69,161)	(131,318)	-	(682,018)	(1,008,324)
Education and outreach	(147,686)	(18,344)	(35,596)	-	(201,626)	(221,019)
Other expenditure	(24,856)	-	(290)	-	(25,146)	(65,887)
Total expenditure on mission	(1,163,890)	(201,863)	(587,207)	-	(1,952,960)	(2,102,848)
Total expenditure on raising funds, mission and governance	(2,076,737)	(201,863)	(587,207)	-	(2,865,807)	(3,140,462)
Net incoming / (outgoing) resources	555,303	(199,360)	(143,985)	-	211,958	422,410
Gains on revaluations and disposals of property and investments						
Investment property	-	-	-	(1,749,910)	(1,749,910)	-
Non-investment property	-	-	-	331,110	331,110	-
Investments	-	-	-	-	-	-
	-	-	-	(1,418,800)	(1,418,800)	-
Transfers between funds	(545,119)	412,000	(45,832)	178,951	-	-
Net increases / (decreases) in funds	10,184	212,640	(189,817)	(1,239,849)	(1,206,842)	422,410
Funds brought forward	338,453	899,218	903,558	68,747,071	70,888,300	70,465,889
Funds carried forward	348,637	1,111,858	713,741	67,507,222	69,681,458	70,888,299

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £	Total Funds 2020 £
Fixed assets						
Investment assets						
Property	11	-	-	48,821,450	48,821,450	51,562,000
Investments	11	-	-	3,330,431	3,330,431	2,910,313
		-	-	52,151,881	52,151,881	54,472,313
Non investment assets						
Property	11	-	-	18,685,772	18,685,772	17,364,022
Equipment and plant	11	96,797	32,830	-	129,627	146,170
		96,797	32,830	18,685,772	18,815,399	17,510,192
Total fixed assets		96,797	32,830	70,837,653	70,967,280	71,982,505
Current assets						
Stocks	12	50,179	-	-	50,179	55,582
Debtors	13	145,273	-	-	145,273	190,469
Cash at bank and in hand		1,829,222	709,567	79,449	2,618,238	2,118,607
		2,024,674	709,567	79,449	2,813,690	2,364,658
Liabilities due within one year						
Creditors	14	(282,327)	-	-	(282,327)	(340,835)
Net current assets		1,742,347	709,567	79,449	2,531,363	2,023,823
Total assets less current liabilities		1,839,144	742,397	70,917,102	73,498,643	74,006,328
Net assets		1,839,144	742,397	70,917,102	73,498,643	74,006,328
Funds						
General Fund		727,286	-	-	727,286	372,294
Designated funds	9	1,111,858	-	-	1,111,858	899,218
Restricted funds						
Martin Kaye Library	9	-	32,830	-	32,830	32,830
Restricted donations	9	-	680,911	-	680,911	870,727
Flower Guild	9	-	3,020	-	3,020	3,340
Choir Endowment Fund	9	-	25,636	-	25,636	25,132
Endowment funds						
Revaluation of properties	9	-	-	55,675,921	55,675,921	57,094,721
Other endowment funds	9	-	-	15,241,181	15,241,181	14,708,066
		1,839,144	742,397	70,917,102	73,498,643	74,006,328

The financial statements were approved by the Chapter on 6 September 2021 and signed on their behalf by:



The Very Revd Dr Jane Hedges
Dean



The Revd Canon Dr Peter Doll
Canon Librarian

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
CATHEDRAL BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £	Total Funds 2020 £
Fixed assets						
Investment assets						
Property	11	-	-	48,821,450	48,821,450	51,562,000
Investments	11	2	-	-	2	2
		<u>2</u>	<u>-</u>	<u>48,821,450</u>	<u>48,821,452</u>	<u>51,562,002</u>
Non investment assets						
Property	11	-	-	18,685,772	18,685,772	17,364,022
Equipment and plant	11	76,760	32,830	-	109,590	120,555
		<u>76,760</u>	<u>32,830</u>	<u>18,685,772</u>	<u>18,795,362</u>	<u>17,484,577</u>
Total fixed assets		<u>76,762</u>	<u>32,830</u>	<u>67,507,222</u>	<u>67,616,814</u>	<u>69,046,579</u>
Current assets						
Stocks	12	60	-	-	60	60
Debtors	13	212,301	-	-	212,301	268,538
Cash at bank and in hand		1,439,163	680,911	-	2,120,074	1,837,773
		<u>1,651,524</u>	<u>680,911</u>	<u>-</u>	<u>2,332,435</u>	<u>2,106,371</u>
Liabilities due within one year						
Creditors	14	(267,791)	-	-	(267,791)	(264,651)
Net current assets		<u>1,383,733</u>	<u>680,911</u>	<u>-</u>	<u>2,064,644</u>	<u>1,841,720</u>
Total assets less current liabilities		<u>1,460,495</u>	<u>713,741</u>	<u>67,507,222</u>	<u>69,681,458</u>	<u>70,888,299</u>
Net assets		<u>1,460,495</u>	<u>713,741</u>	<u>67,507,222</u>	<u>69,681,458</u>	<u>70,888,299</u>
Funds						
General Fund		348,637	-	-	348,637	338,453
Designated funds	9	1,111,858	-	-	1,111,858	899,218
Restricted funds						
Martin Kaye Library	9	-	32,830	-	32,830	32,830
Restricted donations	9	-	680,911	-	680,911	870,727
Endowment fund						
Revaluation of properties	9	-	-	55,675,921	55,675,921	57,094,721
Other endowment funds	9	-	-	11,831,301	11,831,301	11,652,350
		<u>1,460,495</u>	<u>713,741</u>	<u>67,507,222</u>	<u>69,681,458</u>	<u>70,888,299</u>

The financial statements were approved by the Chapter on 6 September 2021 and signed on their behalf by:



The Very Revd Dr Jane Hedges
Dean



The Revd Canon Dr Peter Doll
Canon Librarian

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Net cash (outflow) from operating activities (page 34)		(808,547)	(1,150,553)
Investing activities	21	1,389,856	1,484,080
Financing activities	21	(140,812)	118,980
Increase in cash in the period	22	<u><u>499,631</u></u>	<u><u>452,508</u></u>

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
CONSOLIDATED CASH FLOW STATEMENT INFORMATION
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
RECONCILIATION OF NET OUTGOING RESOURCES TO NET CASH OUTFLOW FROM OPERATING ACTIVITIES			
Net incoming resources		565,444	418,026
Less investment income		(106,827)	(134,541)
Less income from property investments		(1,913,326)	(2,011,273)
Add property management costs		630,297	661,734
Add depreciation and loss on disposal of fixed assets		23,774	35,492
Decrease / (Increase) in debtors		45,196	(11,028)
Decrease / (Increase) in stocks		5,403	9,508
Increase / (Decrease) in creditors		(58,508)	(118,471)
Net cash (outflow) from operating activities		<u>(808,547)</u>	<u>(1,150,553)</u>
 RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS			
	22		
Increase in cash in the period		499,631	452,508
Net funds at 1 April 2020		<u>2,118,607</u>	<u>1,666,099</u>
Net funds at 31 March 2021		<u>2,618,238</u>	<u>2,118,607</u>

The notes on pages 35 to 59 form part of these financial statements.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

1 PRINCIPAL ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Accounting and Reporting Regulations for English Anglican Cathedrals, dated December 2018, and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Cathedral meets the definition of a public benefit entity under FRS 102.

These financial statements are presented in sterling, which is the functional currency of the Cathedral, and rounded to the nearest pound.

The financial statements are consolidated to include the financial statements of the Cathedral's subsidiary undertakings (as detailed in note 15).

a) GOING CONCERN

The Chapter has considered whether the use of the going concern basis of accounting is appropriate. To do this, they have considered whether there are any material uncertainties as to the Cathedral's ability to continue as a going concern. They have carried out this assessment for a period of at least one year from the date of approval of these financial statements. They have concluded that there are no material uncertainties about the Cathedral's ability to continue as a going concern.

b) FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Chapter in furtherance of the general objectives of the Cathedral and which have not been designated for any other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Chapter for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Cathedral for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds are held by the Cathedral and are invested in the property portfolio. The Chapter, at their discretion, may allocate the rental income from such investment to the general purposes of the Cathedral. Further endowment funds are held within Norwich Cathedral Choir Endowment Fund, a subsidiary. These funds are invested in perpetuity in listed investments. The Chapter, at their discretion, may allocate any part of the unapplied total return to the general purposes of the entity, namely for the provision, promotion and encouragement of music in the Cathedral Church of Norwich by the award in each year of a scholarship or scholarships to one or more of the Choristers.

Investment income, gains and losses are allocated to the appropriate fund.

Where amounts are payable on behalf of the Cathedral by third parties, for example the Church Commissioners, these are disclosed under both income and expenditure in the consolidated financial statements.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

c) INCOME

All income including legacies are included in the Statement of Financial Activities when the Cathedral is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

d) RESOURCES EXPENDED

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

e) TANGIBLE FIXED ASSETS AND DEPRECIATION

Equipment, fixtures and machinery are stated at cost less accumulated depreciation thereon. Property and assets under construction are stated at cost or valuation.

Depreciation on tangible fixed assets is calculated to write-off the cost less estimated residual value over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose, which are consistent with those of the previous year, are:

Land and buildings	not depreciated
Martin Kaye Library	not depreciated
Office equipment	15% and 25% reducing balance; 25% straight line
Fixtures and fittings	10% straight line
Machinery	15% reducing balance

Office equipment and fixtures and fittings costing £500 or more are included in fixed assets in the year of purchase and subject to depreciation as set out above. Items costing less than £500 are written off in the year of purchase.

Investment properties are included in the balance sheet at their open market value (see note 8a) and are not depreciated.

Properties used for Cathedral purposes are valued at existing use value. The Chapter consider that these properties are maintained in such a state of repair that the corresponding depreciation would not be material and therefore is not charged. Within properties used for Cathedral purposes are the Refectory and the Hostry which are considered to be specialised properties and for which there is no open market value. These properties are stated at depreciated replacement cost.

No depreciation is charged on the assets in relation to the Martin Kaye Library, the majority of these assets consist of books which are considered to be appreciating assets and therefore it is not appropriate to depreciate these.

The Cathedral, its ancillary buildings and the inventory are excluded from the balance sheet as cost information is not available and conventional valuation approaches would lack sufficient reliability.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

f) INVESTMENTS

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The Cathedral does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the Cathedral is that of volatility in equity markets and investment markets due to wider economic conditions, the attitudes of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or subsectors.

g) DEBTORS

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

h) CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

i) CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the Cathedral has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) PENSION SCHEME

The Chapter of Norwich Cathedral operates a defined contribution pension scheme. Contributions are charged to Statement of Financial Activities in the period in respect of which they are payable. The Cathedral also contributes to the Church of England Funded Pension Scheme (see note 20).

k) STOCK

Stocks are valued at the lower of cost and net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to sell. Provision is made for obsolete, slow-moving or damaged stock where the net realisable value is less than cost.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In preparing the financial statements, Chapter makes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenditure. Chapter does so on a continuous evaluation basis using historical experience and prudent evaluation of future events that are believed to be reasonable under the circumstances. In applying the Cathedral's accounting policies, the following are the judgements, estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenditure in the financial statements.

Legacy income

Chapter uses the income recognition criteria set out above to determine when it is appropriate to recognise legacy income in the financial statements. This can involve applying judgement over the probability of the income being received and its ability to be measured with sufficient reliability and, once recognised, estimation of the monetary value of the income.

Allocation of support costs

Chapter uses an allocation model that requires both judgement and estimation over how support costs are split across various expenditure categories. The model is primarily based on estimates of time spent by individual members of clergy and staff across each expenditure category.

Depreciation of assets

Chapter sets its depreciation rates for depreciable assets based on their useful lives. This requires estimation of the expected utility of the assets.

Stock

Chapter estimates the net realisable value of stock items taking into account the most reliable evidence available at each reporting date. The future realisation of these stock items may be affected by market-driven changes that may reduce future selling prices.

Valuation of property

Chapter uses valuation techniques involving judgement and estimation to determine the fair value of the Cathedral's investment and non-investment properties at each reporting date. Estimates of fair values between independent revaluations are based on a combination of current market conditions, changes in tenure arrangements and guidance from external sources. Chapter bases its assumptions on observable data as far as possible but this may not always be available. In these cases Chapter uses the best information available. Estimated fair values may vary from the actual prices that would be achieved in a fully arm's length commercial sale transaction at the reporting date.

Reporting uncertainty in the next reporting period

With respect to the Cathedral's next reporting period, the year ending 31 March 2022, the most significant areas of uncertainty that may affect the carrying value of assets and liabilities held by the Cathedral are market-driven changes to residential and commercial property valuations and the performance of uncertain investment markets. Further information on the Cathedral's risk profile can be found on page 8.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

3 INCOME

	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Donations, legacies and grants						
Congregational collections and giving	65,376	-	-	-	65,376	98,467
Visitors boxes	44,591	-	-	-	44,591	34,165
Donations	75,410	-	58,773	8,116	142,299	371,973
Income from appeals and fund raising	-	-	43,235	-	43,235	144,540
Tax recoverable under Gift Aid	15,592	-	7,166	378	23,136	48,617
Income from the Friends	-	-	139,796	-	139,796	99,091
Total donations	200,969	-	248,970	8,494	458,433	796,853
Legacies	1,000	-	-	-	1,000	268,956
Total legacies	1,000	-	-	-	1,000	268,956
Church Commissioners' grants	-	-	170,679	-	170,679	165,459
Other revenue and capital grants	4,620	2,503	33,800	-	40,923	13,378
Government grants	326,590	-	-	-	326,590	-
Total grants	331,210	2,503	204,479	-	538,192	178,837
Total donations, legacies and grants	533,179	2,503	453,449	8,494	997,625	1,244,646
Income from charitable activities						
Facility and other fees	21,667	-	-	-	21,667	91,622
Total income from charitable activities	21,667	-	-	-	21,667	91,622
Income from other trading activities						
Charges to visitors	707	-	-	-	707	48,103
Lettings of cathedral and other buildings	190,000	-	-	-	190,000	9,931
Fundraising events	-	-	-	-	-	38,863
Gross income of shop, refectory and other trading activities						
- Shop	51,874	-	-	-	51,874	226,409
- Refectory	15,179	-	-	-	15,179	334,810
- Other trading activities	30,803	-	(202)	-	30,601	29,556
Total income from other trading activities	288,563	-	(202)	-	288,361	687,672
Income from property and investments						
Investment property income (note 8a)	1,913,326	-	-	-	1,913,326	2,011,273
Investments	105,328	-	-	-	105,328	124,229
Interest receivable	1,499	-	-	-	1,499	10,312
Total income from property and investments	2,020,153	-	-	-	2,020,153	2,145,814
Total income	2,863,562	2,503	453,247	8,494	3,327,806	4,169,754

Government grants receivable during the year relate to the Coronavirus Job Retention Scheme (£265,625), Local Restrictions Support Grant (£15,965), Local Government Business Grants (£35,000) and Small Business Grant Fund (£10,000).

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

4 RAISING FUNDS

	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Norwich Cathedral Enterprises Limited						
- Shop	79,945	-	-	-	79,945	168,126
- Refectory	39,487	-	-	-	39,487	311,736
Refectory costs	16,401	-	-	-	16,401	20,557
Investment property costs (note 8a)	630,297	-	-	-	630,297	661,734
Hostry	68,804	-	-	-	68,804	88,795
Marketing	64,354	-	-	-	64,354	99,413
Support costs	128,696	-	-	-	128,696	159,460
	1,027,984	-	-	-	1,027,984	1,509,821

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

5 EXPENDITURE ON MISSION

	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Ministry						
Clergy stipends and working expenses	55,286	-	170,678	-	225,964	220,340
Clergy housing costs	37,552	-	-	-	37,552	36,537
Clergy support costs	11,832	-	-	-	11,832	27,981
Services, music and congregational costs	401,875	252	42,558	-	444,685	571,921
Support costs	105,985	-	-	-	105,985	97,063
	612,530	252	213,236	-	826,018	953,842
Cathedral and precincts upkeep						
Major repairs and restoration	35,313	30,957	126,815	-	193,085	328,842
Maintenance and interior upkeep	288,002	38,204	3,694	-	329,900	494,748
Cathedral insurance	63,701	-	-	-	63,701	66,939
Precincts, security and gardens upkeep	13,371	-	1,154	-	14,525	37,184
Support costs	75,703	-	-	-	75,703	69,331
	476,090	69,161	131,663	-	676,914	997,044
Education and outreach						
Educational activities	68,447	18,176	35,596	-	122,219	128,848
Archives and library	34,730	-	-	-	34,730	41,836
Charitable and other giving	6,200	-	-	-	6,200	7,700
Support costs	37,852	-	-	-	37,852	41,598
	147,229	18,176	35,596	-	201,001	219,982
Other expenditure						
Other items	15,656	-	290	-	15,946	56,748
Governance costs (note 7)	14,500	-	-	-	14,500	14,291
	30,156	-	290	-	30,446	71,039
Total expenditure on mission	1,266,004	87,589	380,785	-	1,734,378	2,241,907

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

6 SUPPORT COSTS

Support costs have been apportioned using headcount per department as the basis, as detailed in the table below:

	Direct costs £	2021 Support costs £	Total £	Direct costs £	2020 Support costs £	Total £
Raising funds	899,288	128,696	1,027,984	1,350,361	159,460	1,509,821
Ministry	720,033	105,985	826,018	856,779	97,063	953,842
Cathedral and precincts upkeep	601,211	75,703	676,914	927,713	69,331	997,044
Education and outreach	163,149	37,852	201,001	178,384	41,598	219,982
Other expenditure on mission	30,446	-	30,446	71,039	-	71,039
Total expenditure on raising funds, mission and governance	2,414,127	348,235	2,762,362	3,384,276	367,452	3,751,728

7 GOVERNANCE COSTS

	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Audit and accountancy (note 19)	14,500	-	-	-	14,500	14,291

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

8 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITIES

a) Investment property income/expenditure and gains/losses

	2021		2020	
	£	£	£	£
Rents receivable		1,913,326		2,011,273
Insurance costs	50,616		48,969	
Repairs and maintenance	191,363		218,074	
Architect's fees	8,737		11,839	
Managing Agents' fees	74,817		74,744	
Estates Department	256,134		286,552	
Rates	8,982		8,838	
Bad debts	20,689		(381)	
Legal and professional	18,959		13,099	
		<u>(630,297)</u>		<u>(661,734)</u>
Net income		1,283,029		1,349,539
Revaluation of investment property (see note 11)		(1,749,910)		-
Total return from investment property		<u><u>(466,881)</u></u>		<u><u>1,349,539</u></u>

The Cathedral owns a number of residential and commercial properties, which are let. The income from these has been detailed above.

In addition the Cathedral owns residential properties currently occupied by clerical and lay employees of the Cathedral.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

9 FUNDS

Unrestricted Funds:-

Designated Funds

These funds include all provisions made by the Administrative Chapter for expenses to be incurred in future years.

	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
Road repairs	10,000	-	-	-	10,000
Ferry Lane Garages	167,625	-	-	(125,000)	42,625
Allan Bridgewater Gift	473	-	-	-	473
Chapter staff houses	5,800	-	-	-	5,800
Close property refurbishments	55,402	-	(30,254)	220,000	245,148
Pastoral Matters	251	-	(251)	-	-
Broderers Relocation	3,725	-	(704)	-	3,021
Dippy attraction	20,147	-	(5,774)	25,832	40,205
Mission	831	-	-	30,000	30,831
Pilgrimage Project	1,977	-	-	-	1,977
Refectory and Hostry Repairs	10,000	-	-	-	10,000
Signage and Interpretation	54,623	-	(12,402)	-	42,221
Website Development	4,000	-	-	10,000	14,000
Library Storage	7,000	-	-	-	7,000
Cathedral Tables	-	-	-	5,000	5,000
Organ restoration	349,174	-	-	(17,942)	331,232
Girl Choristers	35,000	-	-	68,942	103,942
Boy Choristers	114,106	-	-	(114,106)	-
Special Services Fund	5,000	-	-	-	5,000
Eco Projects	10,000	-	-	5,000	15,000
Cathedral Spire	44,084	2,503	(38,204)	-	8,383
Dilapidations	-	-	-	190,000	190,000
	899,218	2,503	(87,589)	297,726	1,111,858

Road repairs

This fund is designed to meet any major works to The Cathedral Close.

Ferry Lane Garages

Development costs for Ferry Lane Garages residential conversion.

Allan Bridgewater

This represents a donation received, part of which was spent on the installation of a container for holy oils.

Chapter staff houses

Funds have been designated for works to Chapter houses in The Close.

Close property refurbishments

Funds have been designated for the redecoration and renovation of properties within The Close, in anticipation of a number of changes in tenancy in the near future.

Pastoral Matters

Funds have been designated to support future pastoral matters.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

9 FUNDS (CONTINUED)

Broderers relocation

To fund the re-location of the Broderers' Guild to the South Transept and to refurbish Flat 56b for residential letting.

Dippy attraction

Funds to support the visit of Dippy the Dinosaur to Norwich Cathedral.

Mission

Funds to support major Mission projects.

Pilgrimage Project

A project to develop a Pilgrimage route across the Diocese of Norwich.

Refectory and Hostry Repairs

To fund more major repairs to the Hostry and Refectory buildings.

Signage and Interpretation

To install new interpretation boards in the Cathedral for use by our visitors.

Website Development

To fund continuing updates to the Cathedral website.

Library Storage

To provide bespoke picture storage in the Library.

Cathedral Tables

To purchase new tables for at services and events in the Cathedral.

Organ restoration

To rebuild and restore the Cathedral Organ.

Girl Choristers

To support awards to Girl Choristers.

Boy Choristers

To support awards to Boy Choristers.

Special Services Fund

To fund major national services.

Eco Projects

To support Chapter's response to the Church of England's Carbon Neutral Policy.

Cathedral Spire

To fund phase two repairs to the Spire.

Dilapidations

Funds held to support property refurbishments.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

9 FUNDS (CONTINUED)

Restricted Funds

	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
Martin Kaye Library	32,830	-	-	-	32,830
Restricted donations					
- Cathedral repairs	-	139,796	(132,296)	(7,500)	-
- Organ restoration	599,480	36,546	5,349	(216,263)	425,112
- Preachers' Charity	-	11,632	-	(11,632)	-
- Norwich Cathedral Girls Choir	10,720	-	-	-	10,720
- Norwich Cathedral Concerts	4,794	75	(169)	-	4,700
- Specific gifts	60,470	37,547	(29,923)	-	68,094
- Stipends	-	170,679	(170,679)	-	-
- Choral scholar property	128,857	-	-	(31,700)	97,157
- Cloister Niches	2,818	-	-	-	2,818
- Girl Choristers	38,588	13,110	(9,800)	-	41,898
- Dippy attraction	25,000	2,000	(7,000)	5,000	25,000
- Pilgrimage Project	-	31,835	(26,427)	-	5,408
Total restricted donations	870,727	443,220	(370,945)	(262,095)	680,908
Norwich Cathedral Flower Guild	3,340	25	(345)	-	3,020
Norwich Cathedral Choir Endowment Fund	25,132	10,000	(9,496)	-	25,636
	932,029	453,245	(380,786)	(262,095)	742,394

Martin Kaye Library

This represents the total value of the donation of the books, shelving and equipment received from the Anne French Memorial Centre Trust during the year ended 31 March 2002.

Cathedral repairs

This fund represents major repair and restoration work carried out on the fabric of Norwich Cathedral, supported by the Friends of Norwich Cathedral.

Organ restoration

This fund includes amounts received for the restoration of the Cathedral organ.

Preachers' Charity

The Great Hospital Preacher's Charity donates money on an annual basis to promote educationally based activities at the Cathedral. A transfer was made to partially offset the costs of the Schools Officer.

Norwich Cathedral Girls Choir

This fund is used to support the activities of the Cathedral's Girl Choisters.

Norwich Cathedral Concerts

This fund includes amounts received towards the operating costs of Cathedral related concerts.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

9 FUNDS (CONTINUED)

Specific gifts

This represents donations for specific purposes.

Stipends

This fund represents the contributions from the Church Commissioners for members of the Chapter of the Cathedral.

Choral Scholar Property

This fund represents a legacy received to be used for the provision of accommodation to the Choral Scholars.

Cloister Niches

To fund the provision of statues of HM The Queen and HRH The Duke of Edinburgh in two vacant Niches of the Lavatorium in the Cloisters.

Girl Choristers

Part of 'They Shall Laugh and Sing' the Norwich Cathedral Music Appeal, establishing a revenue fund to provide music lessons for our Girl Choristers.

Dippy attraction

To support educational activities surrounding the Dippy the Dinosaur exhibition at Norwich Cathedral.

Pilgrimage Project

A project to develop a Pilgrimage route across the Diocese of Norwich.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

9 FUNDS (CONTINUED)

Endowment Funds

	Balance at 1 April 2020	Income	Expenditure	Transfers & Revaluations	Balance at 31 March 2021
Endowment funds of Norwich Cathedral	681,026	-	-	-	681,026
Revaluation of properties	57,094,721	-	-	(1,418,800)	55,675,921
Hostry and Refectory Project	10,971,324	-	-	178,951	11,150,275
	68,747,071	-	-	(1,239,849)	67,507,222
Endowment funds of Norwich Cathedral					
Choir Endowment Fund	3,055,716	8,494	-	345,670	3,409,880
	71,802,787	8,494	-	(894,179)	70,917,102

£681,026 of this Fund represents part of the endowment of Norwich Cathedral, largely arising from past property sales. It may only be used for improvement or development of Chapter property, with the consent of the Church Commissioners.

£55,675,921 represents the balance created by the revaluation of property to values set out in note 11.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

10 EMPLOYEE COSTS

	2021			2020		
	Clergy	Lay staff £	Total	Clergy	Lay staff £	Total
Wages and salaries	96,422	855,028	951,450	94,094	957,879	1,051,973
Social security costs	8,588	65,695	74,283	8,976	74,414	83,390
Pension costs	32,121	46,257	78,378	31,485	49,181	80,666
	137,131	966,980	1,104,111	134,555	1,081,474	1,216,029

Number of employees

	Headcount		Full time equivalent	
	2021	2020	2021	2020
Chapter	5	5	4	4
Administration	10	10	7	7
Vergers and interior upkeep	8	10	8	8
Music	14	26	7	7
Education	3	4	2	3
Estates Department	10	11	8	9
Shop and restaurant	2	13	2	7
Hostry	6	6	3	3
Commercial and marketing	1	1	1	1
	59	86	42	49

During the year 1 (2020 - 1) employee received remuneration, excluding employer's pension contributions, between £60,000 to £70,000.

Key management personnel are considered to be the Dean and other residentiary members of the Chapter, and their aggregate remuneration including social security and pension costs was £185,890 (2020 - £181,029). Further detail is provided in note 17.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

11 FIXED ASSETS

CONSOLIDATED

	Investment Properties £	Properties used for Cathedral purposes £	Martin Kaye Library £	Equipment fixtures and machinery £	Total £
COST / VALUATION					
Cost at 1 April 2020	-	11,297,222	-	445,293	11,742,515
Valuation at 1 April 2020	51,562,000	6,066,800	32,830	-	57,661,630
Transfer between classes	(549,840)	549,840	-	-	-
Additions at cost	-	-	-	7,231	7,231
Revaluation	(1,749,910)	331,110	-	-	(1,418,800)
Disposals at cost	-	-	-	(3,616)	(3,616)
At 31 March 2021	49,262,250	18,244,972	32,830	448,907	67,988,959
DEPRECIATION					
At 1 April 2020	-	-	-	331,951	331,951
Charge for the year	-	-	-	23,191	23,191
Disposals	-	-	-	(3,033)	(3,033)
At 31 March 2021	-	-	-	352,110	352,110
NET BOOK VALUE					
At 31 March 2021	49,262,250	18,244,972	32,830	96,797	67,636,849
- cost (net of depreciation)	-	11,297,222	-	96,797	11,394,019
- valuation	49,262,250	6,947,750	32,830	-	56,242,830
At 31 March 2020	51,562,000	17,364,022	32,830	113,341	69,072,193

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

11 FIXED ASSETS (CONTINUED)

CATHEDRAL ONLY	Investment Properties £	Properties used for for Cathedral purposes £	Martin Kaye Library £	Equipment fixtures and machinery £	Total £
COST / VALUATION					
Cost at 1 April 2020	-	11,297,222	-	315,308	11,612,530
Valuation at 1 April 2020	51,562,000	6,066,800	32,830	-	57,661,630
Transfer between classes	(549,840)	549,840	-	-	-
Additions at cost	-	-	-	7,231	7,231
Revaluation	(1,749,910)	331,110	-	-	(1,418,800)
Disposals at cost	-	-	-	(3,616)	(3,616)
At 31 March 2021	<u>49,262,250</u>	<u>18,244,972</u>	<u>32,830</u>	<u>318,923</u>	<u>67,858,975</u>
DEPRECIATION					
At 1 April 2020	-	-	-	227,583	227,583
Charge for the year	-	-	-	17,613	17,613
Disposals	-	-	-	(3,033)	(3,033)
At 31 March 2021	<u>-</u>	<u>-</u>	<u>-</u>	<u>242,163</u>	<u>242,163</u>
NET BOOK VALUE					
At 31 March 2021	<u>49,262,250</u>	<u>18,244,972</u>	<u>32,830</u>	<u>76,760</u>	<u>67,616,812</u>
- cost (net of depreciation)	-	11,297,222	-	76,760	11,373,982
- valuation	<u>49,262,250</u>	<u>6,947,750</u>	<u>32,830</u>	<u>-</u>	<u>56,242,830</u>
At 31 March 2020	<u>51,562,000</u>	<u>17,364,022</u>	<u>32,830</u>	<u>87,725</u>	<u>69,046,577</u>

The Chapter undertook a project to value its properties on a professional basis and this valuation was undertaken by Savills, Chartered Surveyors, who reported as at 31 March 2021. This has been based on the Guidelines on Accounting and Reporting by English Anglican Cathedrals.

Further information on the use of the property is shown in note 8a, and of the method of valuation and depreciation policy in note 1e.

Norwich Cathedral is a Romanesque building, now over 900 years old. For a full description of it, please refer to the Cathedral guidebook. The contents of the Cathedral are various, comprising medieval paintings, communion plate, books, both historic and modern, and other miscellaneous precious items.

None of the above figures include a value for the Cathedral itself.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

11 FIXED ASSETS (CONTINUED)

INVESTMENTS

	Listed investments £
VALUATION	
Valuation at 1 April 2020	2,910,313
Additions	560,302
Disposals	(426,721)
Revaluations	286,537
Valuation at 31 March 2021	<u><u>3,330,431</u></u>

The above investments are held by Norwich Cathedral Choir Endowment Fund (see note 15). These are all listed investments.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

12 STOCK

	Group		Cathedral	
	2021	2020	2021	2020
	£	£	£	£
Shop	50,119	55,522	-	-
Refectory	-	-	-	-
Other	60	60	60	60
	50,179	55,582	60	60

13 DEBTORS

	Group		Cathedral	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	55,085	86,364	43,222	62,449
Due from Norwich Cathedral Enterprises Limited	-	-	82,074	103,033
Prepayments and accrued income	33,761	26,431	33,761	26,431
Other debtors	56,427	77,674	53,244	76,625
	145,273	190,469	212,301	268,538

14 CREDITORS

Amounts falling due within one year

	Group		Cathedral	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	108,632	116,499	108,467	116,110
Other taxes and social security	37,830	21,733	37,132	20,915
Accruals and deferred income	91,499	100,959	80,549	83,067
Other creditors	44,366	101,644	41,643	44,559
	282,327	340,835	267,791	264,651

Other creditors includes a pension deficit liability due to the Church of England Funded Pensions Scheme of £4,200 (2020 - £7,800). This liability represents the present value of the deficit contributions agreed as at the accounting date and has been valued using assumptions set by reference to the duration of the deficit recovery payments.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

15 SUBSIDIARY UNDERTAKINGS

Norwich Cathedral Enterprises Limited

This company, which is owned by the Chapter of Norwich Cathedral, operates the Shop and the Refectory. The day to day management is carried out by the Board of Directors. The Dean, the Revd Canon Andrew Bryant and Lay Canon Mary Rudd are members of the Board. The results for the Company have been consolidated with those of Norwich Cathedral, as required by Section 27 of the Cathedrals Measure 1999. Transactions between Norwich Cathedral Enterprises Limited and Norwich Cathedral are disclosed in note 17.

Norwich Cathedral Choir Endowment Fund

This trust fund, which is also a registered charity, was established by the Chapter of Norwich Cathedral in 1986. It has its own assets and income, from which it contributes towards the education costs of the Cathedral choristers. The results for this trust fund have been consolidated with those of Norwich Cathedral as required by Section 27 of the Cathedrals Measure 1999. There were no transactions between Norwich Cathedral Choir Endowment Fund and Norwich Cathedral during the year.

Norwich Cathedral Flower Guild

The fund and activities in relation to Norwich Cathedral Flower Guild have been consolidated into these accounts. Transactions between Norwich Cathedral Flower Guild and Norwich Cathedral are disclosed in note 17.

16 RELATED ENTITIES

Friends of Norwich Cathedral (the Friends)

This is a separate association, and a registered charity, which is not under the control of the Chapter. During the year, £139,796 (2020 - £99,091) was received from the Friends, this amount has been included within donations in note 3.

Norwich Cathedral Trust

This is a separate legal entity, not controlled by the Dean and Chapter. One of its aims, hence the related entity classification, is to support Charitable Purposes connected with the Cathedral and the Dean and Chapter.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

17 RELATED PARTY TRANSACTIONS

During the year the total emoluments, including pension contributions, paid to the residentiary members of The Chapter by the Church Commissioners or Chapter were as follows:

	2021	2020
	£	£
The Very Revd Dr Jane Hedges	53,833	52,901
The Revd Canon Andrew Bryant	41,753	40,922
The Revd Canon Dr Peter Doll	41,238	40,980
The Revd Canon Aidan Platten	41,545	40,732
The Revd Canon Keith James	7,520	5,494

The remuneration of, and pension provision for, clerical members of the Chapter are paid in accordance with the scales laid down annually by the Church Commissioners, the Archbishops' Council and the Church of England Pensions Board.

During the year the Chapter reimbursed expenditure incurred by its members in relation to travel, insurance, entertainment, light and heat costs of £4,295 (2020 - £11,136).

During the year the following transactions took place with Norwich Cathedral Enterprises Limited:

	2021	2020
	£	£
- Donation of profits from Norwich Cathedral Enterprises Limited	39,531	91,823
- Goods sold to Norwich Cathedral Enterprises Limited	-	-
- Goods purchased from Norwich Cathedral Enterprises Limited	7,384	24,400
- Services provided to Norwich Cathedral Enterprises Limited	14,440	27,487

During the year a donation of £nil (2020: £1,500) was made to Norwich Cathedral Flower Guild from Norwich Cathedral.

During the year a donation of £360,369 (2020: £4,000) was made to Norwich Cathedral Choir Endowment Fund from Norwich Cathedral.

18 COMMITMENTS

At 31 March 2021, the entity had a commitment to rebuild the Cathedral Organ as follows:

	2021	2020
	£	£
Contracted for but not provided in these financial statements	1,487,819	1,487,819

19 AUDITOR'S REMUNERATION

	2021	2020
	£	£
Audit services - all entities	13,400	13,000
Other services - all entities	1,100	1,291
	14,500	14,291

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

20 PENSION SCHEMES

A Group Personal Pension Plan operated by Scottish Widows is available to all lay staff employees. The Dean and Chapter currently contributes 6% of gross annual salary to the scheme.

Norwich Cathedral also participates in the Church of England Funded Pensions Scheme for stipendiary clergy, a defined benefit pension scheme. This scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Responsible Bodies.

Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the scheme's assets and liabilities to each specific Responsible Body, and this means contributions are accounted for as if the scheme were a defined contribution scheme. The pensions costs charged to the Statement of Financial Activities in the year are contributions payable towards benefits and expenses accrued in that year (2021: £9,809, 2020: £9,615), plus the figures highlighted in the table below as being recognised in the Statement of Financial Activities, giving total income of £9,809 for 2021 (2020: £10,385).

A valuation of the scheme is carried out once every three years. The most recent scheme valuation completed was carried out at 31 December 2018. The 2018 valuation revealed a deficit of £50m, based on assets of £1,818m and a funding target of £1,868m, assessed using the following assumptions:

- An average discount rate of 3.2% p.a.;
- RPI inflation of 3.4% p.a. (and pension increases consistent with this);
- Increase in pensionable stipends of 3.4% p.a.;
- Mortality in accordance with 95% of the S3NA_VL tables, with allowance for improvements in mortality rates in line with the CMI2018 extended model with a long term annual rate of improvement of 1.5%, a "smoothing parameter" of 7 and an initial addition to mortality improvements of 0.5% p.a.

Following the 31 December 2018 valuation, a recovery plan was put in place until 31 December 2022 and the deficit recovery contributions (as a percentage of pensionable stipends) are as set out in the table below.

% of pensionable stipends	January 2018 to December 2020	January 2021 to December 2022
Deficit repair contributions	11.90%	7.10%

As at 31 December 2018 the deficit recovery contributions under the recovery plan in force at that time were 11.9% of pensionable stipends until December 2025.

As at 31 December 2019 and December 2020 the deficit recovery contributions under the recovery plan in force were as set out in the above table.

For senior office holders, pensionable stipends are adjusted in the calculations by a multiple, as set out in the scheme's rules.

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

20 PENSION SCHEMES (CONTINUED)

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The movement in the balance sheet liability over 2019 and over 2020 is set out in the table below.

	2020	2019
Balance sheet liability at 1 January	13,000	39,000
Deficit contribution paid	(6,000)	(6,000)
Interest cost (recognised in SOFA)	-	1,000
Remaining change to the balance sheet liability* (recognised in SOFA)	-	(21,000)
Balance sheet liability at 31 December	<u>7,000</u>	<u>13,000</u>

* Comprises change in agreed deficit recovery plan, and change in discount rate and assumptions between year-ends.

This liability represents the present value of the deficit contributions agreed as at the accounting date and has been valued using the following assumptions set by reference to the duration of the deficit recovery payments:

	December 2020	December 2019	December 2018
Discount rate	0.2% p.a.	1.1% p.a.	2.1% p.a.
Price inflation	3.1% p.a.	2.8% p.a.	3.1% p.a.
Increase to total pensionable payroll	1.6% p.a.	1.3% p.a.	1.6% p.a.

The legal structure of the scheme is such that if another Responsible Body fails, Norwich Cathedral could become responsible for paying a share of that Responsible Body's pension liabilities.

21 ANALYSIS OF CASH FLOWS FOR HEADINGS

	2021 £	2020 £
NETTED IN THE CASH FLOW STATEMENT		
Investing activities		
Interest received	1,499	10,312
Investment income	105,328	124,229
Rents received net of costs (see note 8a)	1,283,029	1,349,539
Net cash inflow for investing activities	<u>1,389,856</u>	<u>1,484,080</u>
Financing activities		
Purchase of tangible fixed assets	(7,231)	(17,276)
Sale of tangible fixed assets	-	1,404
Purchase of fixed asset investments	(560,302)	(373,534)
Sale of fixed asset investments	426,721	508,386
Net cash inflow / (outflow) for financing activities	<u>(140,812)</u>	<u>118,980</u>

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

22 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020	Cash flow	Other changes	At 31 March 2021
Net cash:				
Cash at bank and in hand	2,118,607	499,631	-	2,618,238
Debt:				
Net debt falling due within one year	-	-	-	-
Net funds	<u>2,118,607</u>	<u>499,631</u>	<u>-</u>	<u>2,618,238</u>

NORWICH CATHEDRAL
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

23 ANALYSIS OF THE STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020 BY FUND TYPE

	Notes	General Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2020 £
Income	3					
Donations, legacies and grants:						
- Donations		366,436	3,500	422,732	4,185	796,853
- Legacies		195,315	-	73,641	-	268,956
- Grants		7,428	-	171,409	-	178,837
Income from charitable activities		91,622	-	-	-	91,622
Income from other trading activities		672,128	-	15,544	-	687,672
Income from property and investments		2,145,814	-	-	-	2,145,814
Total income		<u>3,478,743</u>	<u>3,500</u>	<u>683,326</u>	<u>4,185</u>	<u>4,169,754</u>
Raising funds	4	<u>(1,502,863)</u>	<u>-</u>	<u>(6,958)</u>	<u>-</u>	<u>(1,509,821)</u>
Net incoming resources available for mission		1,975,880	3,500	676,368	4,185	2,659,933
Expenditure on mission	5					
Ministry		(707,001)	(492)	(246,349)	-	(953,842)
Cathedral and precincts upkeep		(582,730)	(142,463)	(271,851)	-	(997,044)
Education and outreach		(173,633)	(30,056)	(16,293)	-	(219,982)
Other expenditure		(34,846)	(35,930)	(263)	-	(71,039)
Total expenditure on mission		<u>(1,498,210)</u>	<u>(208,941)</u>	<u>(534,756)</u>	<u>-</u>	<u>(2,241,907)</u>
Total expenditure on raising funds, mission and governance	6	<u>(3,001,073)</u>	<u>(208,941)</u>	<u>(541,714)</u>	<u>-</u>	<u>(3,751,728)</u>
Net incoming / (outgoing) resources		477,670	(205,441)	141,612	4,185	418,026
Gains on revaluations and disposals of property and investments						
Investment property	11	-	-	-	-	-
Non-investment property	11	-	-	-	-	-
Investments		-	-	-	(220,591)	(220,591)
		-	-	-	(220,591)	(220,591)
Transfers between funds	9	<u>(485,560)</u>	<u>521,553</u>	<u>(35,993)</u>	<u>-</u>	<u>-</u>
Net increases / (decreases) in funds		(7,890)	316,112	105,619	(216,406)	197,435
Funds brought forward		<u>380,184</u>	<u>583,106</u>	<u>826,410</u>	<u>72,019,193</u>	<u>73,808,893</u>
Funds carried forward		<u><u>372,294</u></u>	<u><u>899,218</u></u>	<u><u>932,029</u></u>	<u><u>71,802,787</u></u>	<u><u>74,006,328</u></u>