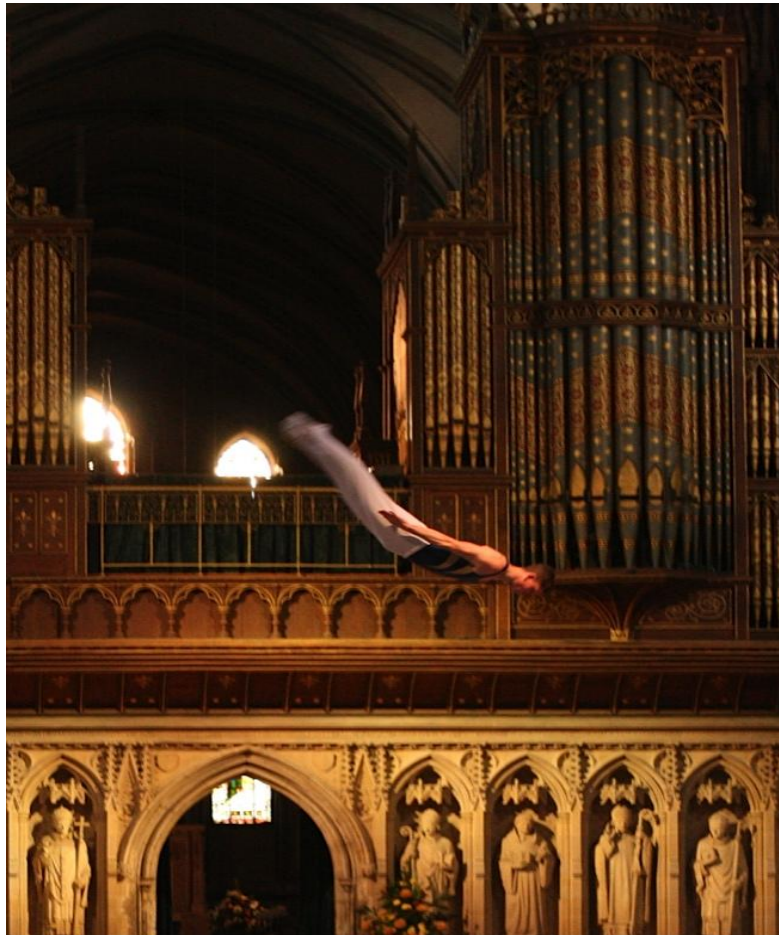


# ROCHESTER CATHEDRAL

Nurturing the radical hope  
of human flourishing  
in Jesus Christ



ANNUAL REPORT  
9-month period to 31 December 2011

## ***A message from The Acting Dean***

Although this report covers the short period from April to December it has still been an incredibly active and exciting time in the life of the Cathedral. Having only recently produced the annual report for 2010/11 this document is meant only as a brief commentary on this period, but it reflects a great deal of activity. It has been a time of change and transition as we said our goodbyes to Adrian and Gill Newman. In July we were able to give thanks to God for their ministry and friendship and celebrate all that was achieved over the last six years.

An enormous amount of time and energy went into applying for further heritage lottery funding for the project: *Hidden Treasures, Fresh Expressions*. In September we heard that despite tough competition we had been successful. My thanks to everyone who worked amazingly hard for what was described as an 'outstanding bid' and credit for this should go particularly to Dr Edwina Bell, the Cathedral's Director of Operations. As part of the developmental phase three part-time members of staff were appointed in November to assist with the second stage (capital phase), with submission, hopefully, later in the year. This has also resulted in a lot of 'hot desking' in the Education and Visits Department as we try and fit everyone into Garth House. I would also like to thank all the staff at Garth House for their incredible support during the lead-up to Christmas 2011, which is normally a busy time, but made additionally frantic by meeting additional HLF deadlines. During this period we also lost a full-time member of staff and her workload was, and continues to be, covered by staff colleagues.

We have also had some unusual and entertaining events in the Cathedral, not least the business launch of the 2012 Transplant Games with trampolining in the nave; although sadly health and safety prevented the Canon Missioner and me joining in! We also heard some amazingly brave stories of athletes who will be competing in the Games being held at Medway Park this year. The opening ceremony will be held in the Cathedral in August.

Finally, my thanks to Chapter colleagues for their support, laughter and encouragement in what was a challenging seven months; to Canon Paul Kerr, who, as Cathedral Chaplain, has provided extra cover; and to Revd Rob Ryan, who has also covered extra services to release me for other duties. As you can see, the Cathedral is in a good place and wonderfully poised for an exciting new phase of development and growth.

Deo gratias

A handwritten signature in black ink, appearing to read 'Philip', with a long horizontal stroke extending to the right.

Philip Hesketh  
Acting Dean

# 1 *Inspirational*

## Music and Liturgy

We have continued to provide inspiring and imaginative liturgy during this period and the numerous activities which go to make up the work of the Music and Liturgy Department. Listed are the highlights:

- Ash Wednesday: première of Samuel Rathbone's *Rochester Service* at Choral Evensong
- Holy Week and Easter: cathedral nave re-configured for central square mensa altar with seating around it on four sides for the Church's liturgy
- Easter Day – the Choir sings Mozart's *Coronation Mass* for the first time
- 5 May – Boy Choristers' concert at Morden College, Blackheath
- Sunday 15 May – *The sound of summer* - a concert by the Cathedral Choir
- 16, 19, 20 May – cathedral choir make recording of CD - *Christmas from Rochester*
- 25 June – 1 July: Choir Tour (Boys and Men) to Aachen for Internationale Biennale - including Britten's *War Requiem*
- 3 July – Farewell services to the Dean, the Very Revd Adrian Newman
- 8 – 14 July Choir Tour (Girls and Men) to Malta for the Victoria International Arts' Festival on Gozo
- 21 August – Dedication of the new cushions for the Sedilia
- 11 September – Patronal Festival - enrolment of Samuel Rathbone, Assistant Director of Music, on the Cathedral Foundation along with Toby Forster, William Hamilton-Box (Choral Scholars) and Stephanie Bec (Organ Scholar)
- 9 October – High Sheriff of Kent's Service
- All Souls' Day (1 November) – Requiem Mass sung setting by Maurice Duruflé
- 18 November – Fundraising Concert by the Cathedral Choir for the Rochester Cathedral Trust - *Make a joyful noise*
- Advent Sunday (27 November) – The Advent Procession with Carols
- 30 November – Callover Evensong followed by launch of *Christmas from Rochester* CD at *Oliver's*, Rochester High Street, (co-sponsor of the recording)
- 14 December – Christmas Concert - *Messiah (Part 1)* and carols for all (including the first performance by the Rochester Camerata)

## Sunday Club

The Sunday Club continues to thrive with about 60 youngsters, including several new members. The Sunday Club has also begun to provide support for some members whose parish churches have little or no children's work and so they come to be refreshed occasionally whilst still attending their local church.

Children are divided into three groups - Seekers, Discoverers and Frogs – and, although many activities happen all together, main teaching takes place with the different age groups. We continue to use the material "Light" by Scripture Union. As well as the regular Sunday sessions with their usual mix of games, crafts, songs and teaching, a wide variety of activities has happened over the year.

Some highlights include:

- Spring Term 2011 started with a visit to the Pantomime by United Players entitled, "Puss in Boots".
- A group of 16 or so youngsters piled into Sugina's kitchen for a lesson in pizza making run by Giuseppe and Danielle, the chefs at "Simply Italian", with a further 12 young people joining the annual pancake making and eating morning, which marks the start of Lent.
- We took 22 of the younger children to the Fun Drum for an afternoon of activity and 24 of the older children went ice-skating.
- A games morning with a Connect 4 championship, won by Theo Clarke.

- A flower workshop where 200 daffodil posies were made to be distributed on Mothering Sunday and a special Palm Sunday Stations of the Cross for children, held in Kings Orchard followed by donkey rides and hot cross buns.
- The term ended with an Easter Sunday Junior Worship for children, followed by an Easter egg hunt in the Garth, attended by well over 50 children.
- The summer term featured a balloon launch for Pentecost and an outing to the esplanade for a picnic and games.
- The Autumn term started with a morning of decorating pots and planting which were then sold, raising £170 for Children in Need.
- A bonfire party held in King's Orchard attended by over 130 people, with the excitement of a large bonfire, delicious food, fireworks and sparklers.
- Sunday Club organised the preparing of shoeboxes and, with the help of King's School, over 150 boxes were collected at the Toy service for distribution to children in need throughout the world.
- The other main activities this term were the annual Christmas Party for the younger children with a young entertainer who did juggling and magic, and a Christmas meal at Simply Italian attended by 17 of the Frogs.
- A cast of over 40 children performed in the "The Time Machine", a nativity play telling the story of Christianity in Rochester (complete with a tardis, flashing lights and fantastic costumes) at the Nativity and Blessing of the Crib service, with a congregation of over 750 people.
- Junior Worship continues to happen on a bi-monthly basis in the Ithamar Chapel in the crypt. This is a relaxed, informal service for children and young people, accompanied by a music group and led by talented preachers, including Rev Justine Allain Chapman, Canon Dr Philip Hesketh, Captain Graham Nunn (Church Army), Mrs Bridget Langstaff and Sugina Hesketh.

None of this could happen without the dedication, skills and enthusiasm of the Sunday Club staff team – many, many thanks to all. Grateful thanks also go to Lisa Parish, for her invaluable administrative support and to those who have made donations.

## **2     *Education***

During the last year the Education Department has continued with the regular programme of activities for schools:

- Approximately 17,260 school visits by 487 schools with around 3,300 accompanying adults.
- Facilitating and supporting annual MASH (Medway Anglican Schools Heads) and Diocesan Schools Festivals.
- Recruitment and training of new Education volunteers.
- Encouraging existing volunteers to expand their skills.
- Hosting a regular meeting of SE Cathedrals' Education Officers.

In addition we have:

- been involved in Guide training and Deaf Awareness training.
- run a Beaver Faith Badge morning.
- trialled Easter outreach using the medium of dance.
- developed a role-play wedding workshop (due to interest in the Royal wedding).
- extended our Christmas outreach and activities.
- recruited A-level students from local schools and taken a lead role in workshops leading to the very successful King James art exhibition (KJV400), seen by over 3000 visitors. This proved an amazingly positive venture for the cathedral.

- liaised with the Diocesan Board of Education to create streamers for the cathedral celebrating 200<sup>th</sup> anniversary of the National Society.

Work that is ongoing into the present year:

- A tactile interpretation of the fresco by Kent Association for the Blind (KAB) and Aiming High Partnership (for Medway children with impaired sight), facilitated by local artist Wendy Daws.
- The Magwitch short film and 48-hour film school.
- Planning for training day for cathedral education officers focusing on the special needs work we have done here.

We have continued to run study groups and home groups throughout this period and a special exhibition of bibles was mounted in the library to accompany the lecture to mark the anniversary of the King James Bible.

### **Pioneer Curacy**

This has been an interesting year which has seen a mixture of both growth and struggle.

Pub Theology has attracted a lot of interest in the local press and the local community. This happens in The Golden Lion at the end of each month and has seen some great discussions around diverse topics such as the Christian views on heaven and hell, sexuality and war. This has shown those that attend that there is no 'one Christian view' which has surprised many!

*The gathering*, the fresh expression of church that we are developing, struggles to come to terms with what it is trying to achieve. This is still very fragile, which is not surprising as it is only a little over 2 years old, and we will be looking through 2012 how to strengthen and grow the gathering.

## **3 Transformation**

The Cathedral has maintained its links with Medway Council and other community groups. Rochester Heritage Partnership is chaired by the Acting Dean. The Open House Project continues to open on Saturdays and was open over Christmas; the numbers attending range between 40 -50 people. Our links with Chennai remain strong and the new dean of St George's, Chennai, visited for a four-month programme organised by Philip Hesketh before taking up his new post in Chennai. Individuals in the congregation keep in touch with the Rev Premraj, now in his new posting, and with other projects we have supported in the past.

In the period of this report the Cathedral saw huge rises in the numbers of visitors that we were able to engage with at both the Dickens and Sweeps festivals. Indeed, at the Christmas Dickens we counted in well over 20,000 people over the two days. We repeated the two lunchtime carol services at this event, again having a full Cathedral each time. August saw us hosting the Ripples exhibition which focused on torture and abuse. It was a very stark and striking exhibition which was backed up by input from Amnesty International and Christian Aid and a keynote address by Jane Williams, the wife of the Archbishop of Canterbury. The Deo Gloria rotating exhibitions always bring much comment from our visitors and we are grateful for the relationship with have with them and the artist, Jacqui Frost.

## **4 Connections**

The Cathedral has continued to support the many different groups and organisations with which we have special relationships - schools, in the community and in the Diocese.

### **Patronage**

The year has proved very busy with helping out at various interregna, as well as assisting in the search for a new vicar or priest in charge. This process we completed for All Saints Orpington, Mereworth with West Peckham, and Hoo St Werburgh. Needless to say other parishes have just become vacant so it does feel a little like painting the Forth Bridge!

## **5 Resources**

### **Projects**

This period has been quieter in terms of having contractors on site which has been a welcome relief for those working on the floor of the Cathedral.

The Cathedral was successful in its round one application to the Heritage Lottery Fund (HLF) for the new project *Hidden Treasures: Fresh Expression*. This means that HLF have approved the project concept and have provided funding to develop the more comprehensive application required for the round two submissions in 2012.

### **Finance**

The emphasis this year has been to maintain the effective use of our financial resources and catch up with some of the essential repairs to properties. On that theme, during the year, we:

- continued to promote the use of Gift Aid envelopes as a means of adding extra to donations.
- designated three services as opportunities to try and increase the income for the Music and Liturgy department. Gift Aid envelopes were handed out and pencils placed by willing volunteers and the Hesketh children into envelopes.
- added new retail units at the Welcome Desk, increasing sales over the equivalent previous period by 13%.
- established a detailed monitoring and review process for endowment investments and income.
- carried out essential repair and maintenance work to the property estate totaling £116k.

### **Rochester Cathedral Trust and Development Office**

The Development Office is responsible for raising funds to support the music and fabric costs of Rochester Cathedral. This is done by submitting bid applications to major Trusts and Charitable Foundations as well as organising fund raising events throughout the year. Bids are compiled together with the Director of Operations. The office is self funding.

The Development Office also works in conjunction with the Cathedral Trustees by way of the Business Guild, the Fund Raising & Marketing Committee and the Trust Events Committee, as well as other fund raising events not including Trustee support.

The office keeps books of accounts for The Rochester Cathedral Trust up to Profit & Loss Account and markets news and events via the Cathedral's web page and Facebook page. A database is also maintained to record donor activity. Regular activity and financial reports are produced and administrative duties performed.

Events held during the last financial year included:

- Three networking breakfasts and an all-day seminar for the Business Guild held at The Historic Dockyard, Chatham.
- An annual dinner held in the Cathedral Crypt.
- A reception at Restoration House.
- 2 plays (“Allo Allo” and “Enigma”).
- Quiz Night.
- Golf Day at Hever Castle Golf Club.
- A cinema night in The Nave showing “Whistle Down the Wind”.
- A “Make a Joyful Noise” concert performed by the Music Dept.

### **Rochester Cathedral Enterprises Ltd**

The Chapter constitute the Board of Directors of RCE Ltd, an independent company set up to run the Cathedral Shop and Tea Rooms. Profits from the company are gift-aided across to the cathedral as they become available. The Refectory is the main outlet, operating from the College near to the Cathedral. A popular feature of the restaurant is the ability to take teas and lunches in the pleasant Deanery garden. RCE Ltd also operates the retail activities on the Welcome Desk. Total turnover in this period was £181k, with £9,600 being gift aided to the Cathedral.

### **Estates**

External repairs and re-decorations were carried out on the rear elevations of Nos. 78, 80 and 82 High Street. We also had to carry out extensive repairs to the ground floor of No.78 as it was found that the original floor joists were undersized and did not provide adequate support for the ground floor. As part of the project, the brick wall in the War Memorial, adjoining No.78, was re-pointed.

Following HSBC’s exit from No.70 High Street in September 2010, after a term of 80 years, a financial settlement was eventually reached that enabled us to carry out repairs and re-decorations to that building. Work is on-going and an application to make alterations to the front window of the property has been submitted to the Local Authority. It is hoped that changes to the frontage of the property will attract a viable tenant.

The final ‘project’ for the year was to replace a lead valley and carry out other associated roof repairs and internal plaster repairs at the Precinct Pantry.

This, of course, is in addition to the annual boiler repairs and servicing, electrical testing and remedial works and general routine maintenance.

### **Vergers**

The Vergers’ department is involved, in some way, with the majority of services and events that take place on the Cathedral floor. As a department they pride themselves on enabling the Cathedral to be the place it is to all visitors and users. Over the last nine months they have been involved in a great deal – here are the highlights:

- Levellers Concert - in June we hosted folk rock band, The Levellers. This concert was squeezed into a day in which the Friends of Rochester Cathedral held their annual Evensong. This inevitably caused pressures on the day but the concert was a huge success. Over 600 local people attended to hear the Levellers play. A large majority of this audience had never been in the Cathedral and, although they were a lively audience, they left having had such a positive experience in the ancient space.
- BBC Filming of “The Mystery of Edwin Drood”. In September we welcomed the BBC Drama department as they came to the home of Dickens to film some scenes for “The Mystery of Edwin Drood” in and around Rochester. They were with us at the Cathedral for just over a week with a number of overnight shoots. The resulting programmes were shown on BBC 2 earlier this year.
- Easter services.

- Leavers' and carol services.
- Graduations – Each year we host all four of the Universities based in Medway: Greenwich, Kent, University of the Creative Arts and Canterbury Christ Church University. Most have more than one ceremony with us and they are examples of how the Cathedral has a positive effect on the local area, bringing thousands of people to Rochester each year.
- Choral concerts.
- Eucharists in the Quire to allow for other events and special services.
- Festivals – Dickens, Schools, etc.
- Diocesan Services including Ordination, etc.
- Angel Space.
- Ripples Exhibition.
- Fire Brigade visits, high level work etc.
- Business Guild Dinners and Film Events.
- Steve Harley Concert.
- RBL 90 Anniversary Concert.
- High Sheriff Service.
- KentARA.
- Voices for Hospices.
- Saints Alive.
- KJV celebrations and exhibition.
- Remembrance Day services.
- Christmas Services.

## **6     *Financial Summary Statement***

A main focus in the period has been to continue to provide a sound underlying financial base in order to provide the financial stability for the Cathedral to operate smoothly. Once again, against the backdrop of a generally difficult economic climate, this year's accounts demonstrate how difficult that task can be, faced with the need to be good stewards of the resources available to us.

In previous reports we have demonstrated that we have been working to a rolling five-year financial plan to achieve this stability. After 2 years of losses 2010/11 returned a modest surplus but in the 9-month period to the end of 2011 we returned a loss of £113k, reflecting in part the difficult economic times but also recognising the funding of essential repairs to the commercial and residential property portfolio. The balance on General Funds decreased to £351k, which represents just over 4 months of ordinary activity at the Cathedral.

As well as aiming for financial stability, we need to provide for future sustainability. Rochester is a small cathedral with a limited land holding in a relatively poor area of the country. The opportunities for finding significant new sources of income are restricted. We have therefore been concentrating on examining our strengths and opportunities to see what we can do better and smarter to improve our finances. One of our strengths is the extent of our endowment, which is mainly comprised of investment property. We have continued to maintain the 10-year estate management plan and property management system. During the period this has now been consolidated into a comprehensive investment strategy for the whole portfolio of property and investments.

These accounts cover the 9-month period to 31 December 2011, bringing the Cathedral into line with much of the rest of the Church of England. Direct comparison with previous periods is much more difficult. Even so we have seen congregational giving remain at similar levels this period. It is recognised that this is a generous response in the present climate. At the same time like-for-like



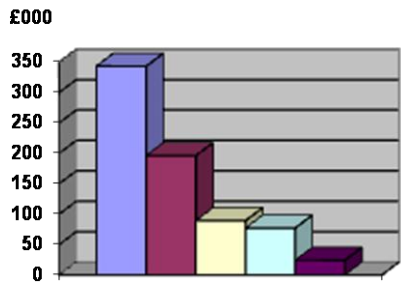
catering sales increased by 6% and retail sales by 13%, partly reflecting a good Dickens and Christmas trading period. We have also seen a rise in cathedral hire fees and education visit fees.

Total income actually fell in the year from £1.7m to £1.2m. This was due to the following main factors: the short accounting period, the ending of the Heritage Lottery Fund (HLF1 - improving the interpretation of the Cathedral); grants receivable were lower reflecting that the Cathedral was “between projects”. Rentals were lower due to vacant commercial properties and no legacies were received in the period, compared to £3k last year.

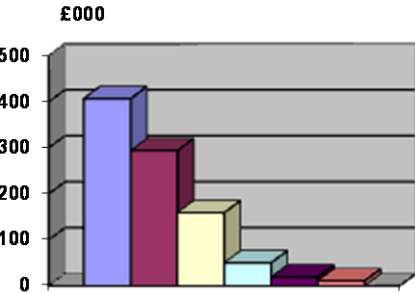
Expenditure also fell from £1.8m to £1.2m, the main items being some important repair projects, including repairs to the property estate (£116k) and the HLF project (£128k). Although ordinary expenditure was well controlled, the outcome for the year was a disappointing deficit on our general funds mentioned above of £113k.

In summary, despite pressures from the recession, the Cathedral performed well during 2011 and was able to sustain a solid operating base. Aiming also for future sustainability, we have been looking at how we can make the most out of existing resources. A crucial part of this has been the commencement of exciting plans for the development of the Crypt that aims to enhance greatly the use and knowledge of some of our more special and hidden objects and spaces.

| <b>Unrestricted income</b>           |            | £000 |
|--------------------------------------|------------|------|
| From property & investments          | 343        |      |
| From activities generating funds     | 196        |      |
| Voluntary income                     | 89         |      |
| Charges arising in course of mission | 77         |      |
| Grants receivable                    | 25         |      |
| <b>TOTAL</b>                         | <b>730</b> |      |



| <b>Unrestricted Expenditure</b> |            | £000 |
|---------------------------------|------------|------|
| Cost of generating funds        | 407        |      |
| Ministry & music                | 294        |      |
| Cathedral & precincts upkeep    | 159        |      |
| Education & outreach            | 50         |      |
| Community & congregation        | 19         |      |
| Governance & other              | 11         |      |
| <b>TOTAL</b>                    | <b>940</b> |      |



| <b>Total assets</b>     |              | £000 |
|-------------------------|--------------|------|
| Investment property     | 9654         |      |
| Other investments       | 2658         |      |
| Non-investment property | 4223         |      |
| Fixed assets            | 34           |      |
| Current assets          | 595          |      |
| Current liabilities     | -332         |      |
| <b>TOTAL</b>            | <b>16832</b> |      |

