



Annual Report 2020



Small Visitor Attraction of the Year
Winner White Rose Awards 2020
Bradford Cathedral

BRADFORD CATHEDRAL 1458



The mural outside Bradford Interchange was created by local artist Sven Shaw and commissioned by Bradford BID. It features several historic buildings in the city, including Bradford Cathedral. We interviewed Sven Shaw for 'Keeping in Touch' in Spring 2020

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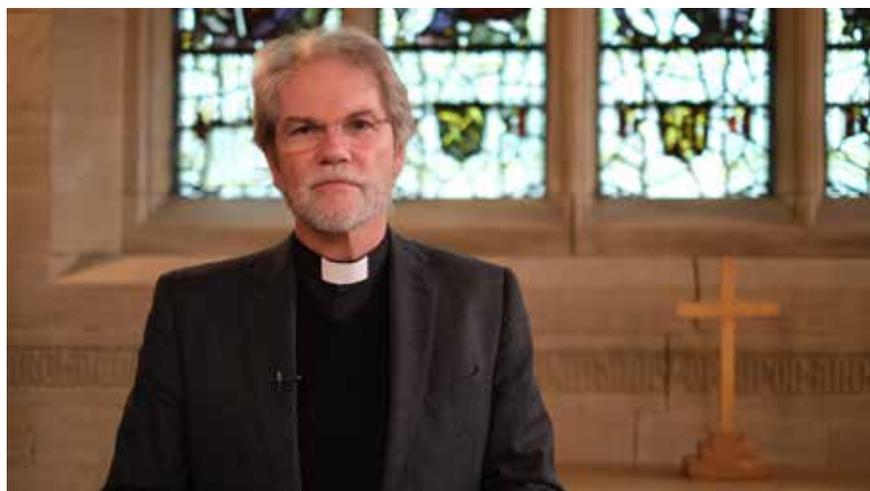
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All photos by Bradford Cathedral CME Team except p9 head-shot (Diocese of Leeds), p15 top (Simon Lee), p16-17 (Ulrike Knox RIBA AABC), p18 second photo (Kate Abbey), and p30 (flower arranging team). Thank you to Jill Wright for proof-reading.

Introduction

The Very Revd Jerry Lepine Dean of Bradford



Where do you begin with 2020?

A once in a century global pandemic shutting down 'normality,' a light shone on the sin of racism in a profound way, a turbulent political landscape. Pope Francis called it a 'day of reckoning.'

All of us will have

images that capture this year imprinted on our minds. It has been, and continues to be, a time of deep disruption

for everyone. With the advent of vaccines there is hope, but the impact of this global event will continue for some time yet. We are at a watershed moment of turbulence and possibility.

The Church of England's cathedrals have taken a significant financial hit, particularly those that rely on visitor income to pay for

staff and other bills. The Church Commissioners have offered some assistance. Public health requirements have meant that these glorious community buildings have had very limited opening since 23rd March 2020 and this is set to continue well into 2021.

“Serving Christ and transforming lives through welcome, worship and encounter”

2019 was our Centenary Year. We experienced increased visitor numbers and the congregations during December showed real

growth. We stretched ourselves undoubtedly with the number of services and events that we ran. The contrast with a closed cathedral and very limited attendance in 2020 could not be more pronounced.

Looking at our purpose statement (shown in quotes above), I reflect that we have had to reinterpret

this in ways that we would not have imagined. Huge changes that would normally take months, or even years, had to take place in days. How do we care for each other? How do staff work at home? How do we do worship without congregations and with limited musical assistance? How do we keep in touch? How do we do governance, meetings and conversations? How do we engage with schools, civic institutions, choristers? How do we cope with the constant changes in guidance, sometimes at very short notice? The list goes on.

Here are the headlines of our response:

- We put in place a pastoral structure for the congregation in March
- We moved all worship including the Daily Offices and ordinations online
- All meetings and civic engagements went online
- All schools, music education, civic engagements and other events went online
- We ended the year balancing the books
- We supported staff and made new appointments
- We have managed to ensure all necessary operational management

Strategic development has been more challenging but I shall now offer a report based on our strategic lines, a snapshot of some headlines. The remainder of this report gives more detail. I shall take each line in turn.

1. To encounter God through worship, preaching, our story, music and the arts.

Throughout 2020 we have offered an online Choral Eucharist at 10.30am and, when allowed, a limited congregation in the cathedral. Numbers attending online are difficult to interpret but it seems that more are attending online than we would expect in 'normal' offline mode. The Autumn showed an increase in that online attendance.

Musicians and singers, preachers, and those leading all had to adapt to a shorter format with less movement. I am very grateful to the clergy and Music Department for their adaptability and to the events team and the growing team of volunteers who have attended to all things technical. It is clear that people are connecting to us from other parts of the country and we have appreciative emails on a weekly basis. Choral Evensong has also been live streamed. The Music Department continued their work with choristers throughout the year and are to be commended for their adaptability and commitment to the cause.

After the first total lockdown ended we kept the cathedral open from Wednesdays to Saturdays from 2.00pm-4.00pm for personal prayer.

In the Autumn we appointed a Photographer in Residence, Kate Abbey and Diane Pacitti's book of centenary poems 'Dark Angelic Mills' was published by Canterbury Press.



2. To nurture faith and gifts through evangelism and discipleship for all ages, abilities and stages of life.

Obviously, after 23rd March 2020 everything had to be redesigned online.

It was a challenge that this cathedral embraced and we managed to offer the following:

- Regular online Bible studies
- Regular 'Praying the Bible' online including Night Prayer
- Occasional online discussions e.g. Learning from Lockdown
- Music education with choristers during term time
- Weekly Children's Space online
- David Worsley, Bori Benko and Allison Walker-Griffith attended the Diocesan Introduction to Theology course

Due to the pandemic no Baptism or Confirmation services took place in the cathedral.

3. To grow a healthy organisation through good governance, safeguarding, staff and volunteer care

In March we set up a pastoral scheme with everyone on our congregational list attached to a key person. It was their job to stay in touch with those on their list to ensure no-one felt isolated. In addition, we launched a post Sunday service Zoom for those who wanted to catch up and some Zoom coffee mornings developed alongside some of the other groups that went online. A regular Update was launched and Sandra Heaton (Dean's PA) kept in touch with those who did not have online facilities. I have been encouraged by the stories of congregational mutual support through these difficult months.

Throughout 2020 we had to respond to the regular advice and guidance regarding public health messages. Risk assessments and copious amounts of cleaning were required as well as adhering to social distancing, face coverings and hand washing. All staff

who could work from home were encouraged to do so. A small amount of furloughing was necessary. All of this was exceedingly demanding but we delivered and I am most grateful to the staff team for adhering to the new rules and routines.

Our Chief Operating Officer, Sarah Field-Blešić, stepped down at the end of the year. Sarah had done some really good work for the cathedral over the last two and a half years and we wish her well for the future. Andy McCarthy stepped down as Income Development Officer. Andy had done a superb job for us and we were sad to see him go. However, we got him back later in the year when he was appointed Chief Operating Officer. Sharon Link was appointed Income Development Officer and a new post was created, Executive Assistant to the Director of Finance and Chief Operating Officer. We have been needing to attend to this capacity issue for many years. Jasmin Brearton was appointed. All these appointments started in January 2021. Claire McGinn left in July as leader of the Saturday Singers and when Libby Harborne commenced in September as Alto Choral Scholar she was also appointed Leader of the Saturday Singers (since renamed as Grace Notes). At the end of the year there were vacancies on both the Finance Committee and the Fabric Advisory Committee.

Various grants were accessed to cover staff costs as well as new money for a Digital and Social Media Assistant – this post will be filled in 2021.



During the first three months of 2020 Canon Mandy took a sabbatical and Cathedral Chaplain, Paul Booth, stepped up to give valuable assistance with the pastoral ministry.

At the Annual Parochial Church Meeting Alex McLelland stepped down. I wish to record my particular thanks to Alex in this report. Over the decades Alex has really become the ‘father of the house.’ His service to the cathedral has been outstanding and it is his intention to continue serving but not as Churchwarden. We are so grateful to him for his gracious, faithful and generous commitment to the life of this cathedral. Jenny Price was elected Churchwarden in his place and Monica Slocombe was returned. Our thanks go

to the Churchwardens for their commitment.

Throughout 2020 Safeguarding was a constant focus for us. Whilst we continue to develop a very healthy attitude towards the requirements of Safeguarding we can never be complacent. We are kept on our toes by our Safeguarding Advisers, Canon Mandy Coutts and Ian Price. In 2020 we were preparing for the national visit of the SCIE Audit but it is now postponed until summer 2021. In the autumn we volunteered to trial the new Safeguarding Dashboard app and have subsequently found this to be a most useful tool. It has become essential to us in not only checking that we are doing everything correctly but also that we are aware of new developments.

Introduction

The move to online working in 2020 also ensured that we explored the full functionality of ChurchSuite, thus keeping ourselves GDPR compliant.

Chapter is making the shift from operational to strategic as required by the new Cathedrals Measure and the new Executive team (required by the Measure) is up and running with weekly meetings. The Cathedral Council was ably chaired by Derek Twine and met twice, once as part of the Foundation meeting. I am most grateful to Derek and the Council members for their interest and support. It is a body that has worked well for the cathedral.

4. To resource the Church through working with the Bishop, the Diocesan Strategy and our sister cathedrals

During the year Chapter included into its Strategy a number of the Diocesan strategic emphases.

The Diocesan Bishop, the Rt Revd Nick Baines, gave a public address on 16th February and on 4th October conducted four Ordination services – is that a record for one day?

The Deans of the three cathedrals in Leeds have continued to work together and have ensured that the Diocesan Bishop has been able to keep the annual Diocesan round of services going online. This good working relationship will ensure a healthy Diocesan cathedral transition under the forthcoming new Cathedrals Measure.

On the College of Canons at Bradford, five Lay canons retired – Diana Chambers, Elsie Clarke, Arthur Francis, Tony Hesselwood

and Philip Lewis. Due to the pandemic the Spring College meeting was cancelled but both the summer Foundation meeting and the autumn Three Cathedrals College of Canons meeting took place online with a good turnout.

5. To enrich city life through the arts, special services, civic engagements, events and other faith partnerships.

We have been able to offer all the significant civic occasions online – St George's day, VE Day, the Bradford Fire Commemoration, VJ Day, Bradford Grammar School Founders Day, Remembering Srebrenica and the Rohingya genocide, Remembrance and City Carols. We also produced a Racial Justice programme in response to Black Lives Matter and the response to the death of George Floyd.

Partnerships have continued to grow with particular developments in regard to Kala Sangam, the Business Improvement District and the University.

We welcomed Lilian Black as our speaker on Holocaust Memorial Day. Lilian helped set up the Holocaust Exhibition and Learning Centre (HELCC) based at the University of Huddersfield. It was very sad to hear of her death in October due to contracting coronavirus.

6. To achieve financial sustainability through good stewardship, income growth and fundraising

Here are the headlines on our finances for 2020.

The impact on income was very significant. Whilst it was up overall, this was due to additional grant money for specific projects. Within this figure, voluntary income was down by nearly £10k and a lack of services, visitors, events and the loss of Carol Services, which are financially a high contributor at year's end for all cathedrals, contributed to a further shortfall of £35k.

Spending went up only slightly, by a little more than £13k. This was mainly driven by lay staff salaries which are funded from the Cathedral's Sustainability Fund. Within this figure, there is a high reduction in expenditure on events, administration, and advertising (£24k) which reveals an often hidden level of expense associated with our public engagement.

We continued to attract a good number of grants. The Cathedrals Sustainability Fund has once more given us a good grant allocation. Funding our level of posts requires constant attention.

During the year we launched two appeals - the first for day to day expenditure and the second, Reimagining Ministry, for developing the quality and functionality of our online live streaming.

Grants were sought for some of the works that were in our Q1 report and by the end of the year we had money for four pieces of work in the cathedral due to happen in the first three months of 2021.

Chapter approved policies on Fundraising and Financial Procedures.

7. To conserve and develop the heritage through marketing, visitor engagement and education, partnership and fulfilling our ambition of being an eco-cathedral.

In February we ran an evening Pilgrimage in the cathedral which was well received. This coincided with the 'Year of Cathedrals and Pilgrimage', a national initiative. Hopefully, we will be able to offer more of these in the future as it was an instant success. You can still visit the cathedral by using the online 360-degree tour that was launched.

We continued our good work with the Linking Network which puts schools together from very different backgrounds. In addition, Ofsted included comments about us in their report to a local Primary school. The Inspector interviewed Diane Hadwen from our Education Dept and Diane was told that our work with the school was "...exemplary in terms of 'real' citizenship, community cohesion, Prevent and RE work."

She felt strongly that it should be widely disseminated and that we are doing "...amazing 'real' work in the community." She described the project as "...best practice and a true example of doing cohesion work, rather than talking about it or drawing a picture."

We were able to offer an online School Leavers service in July. In addition, Maggie Myers and Philip Lickley with Diane Hadwen have produced a library of online resources for schools. This has been an extraordinary addition to our offer.

In September we ran an EcoExtravaganza weekend with talks and videos, all online. A strategic decision was also taken to opt for a greener tariff on our cathedral gas bill and we are working on the Carbon Net Zero challenge.

8. To respond to human need through loving service.

We have continued our Mission Giving to local and international partners and in 2020 we gave away £13,000. The Community Committee is constantly working to up our engagement with the various projects. In 2020 there was a special appeal for Sudan and our significant link with Khartoum was enriched through Fiona Beevers' work as Principal of Unity High School.

An Access Audit was completed in late 2019 and during 2020 an Action Plan was drawn up. The audit highlighted many aspects of necessary work that need to be attended to within the cathedral and its Precinct. This helpful document will need to be factored into any future developments and the necessary grant funding raised.

Throughout the year a small number of asylum seekers have been supported by us and we continue to work with the temporary homeless at Horton Housing across the road.

Due to restrictions we have not been able to attend to our tea and sandwich customers this year.

Conclusion

It is appropriate that I pay tribute to the clergy and staff team who have done a superb job in the

face of some very challenging circumstances this year. They have shown creativity, commitment and the ability to learn and adapt quickly. The shift to the online world is permanent. All cathedrals will be faced with the challenge of how we occupy both online and offline spaces successfully in the future.

My sincere thanks to:

- Chapter for their hard work
- Council members and those who serve on all our cathedral Committees and Deanery Synod
- the cathedral Friends
- the prayerful interest, assistance and financial generosity of all our volunteers and congregation who have travelled with us this year

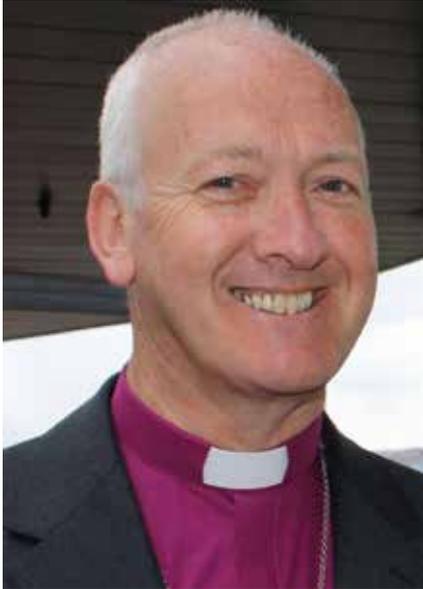
Cathedrals are communities within a community and we all long and pray for those days when we can see each other safely, face to face, rather than through a glass darkly (Zoom)!

Finally, whilst the Annual Report records the events of 2020 I hope that you will not mind if I note that this will be my final report as Dean of Bradford. It has been an honour and privilege to serve you, the City of Bradford and the Dioceses of Bradford and Leeds since 2013. I am so grateful to God for the opportunity to build on the work of my predecessors and provide a platform for this cathedral's future.

Please be assured of my prayers for you all as you continue **servicing Christ and transforming lives through welcome, worship and encounter.**

Statement

The Rt Revd Nick Baines Bishop of Leeds



The year of lockdown has been challenging on just about every front. Faced with a need for flexibility, resilience and creative vision, Bradford Cathedral rose to the challenge. A cathedral (in this

diocese, uniquely, one of three) serves not just a congregation, but the diocese and the wider community in the region. Liturgical services are not the only service offered by a cathedral.

So, it is remarkable how this cathedral, under the leadership of the Dean and Chapter, has adapted to changed circumstances, providing pastoral and missional outreach to the District and region. Hosting four ordination services in one day, providing space for civic memorial and celebration, maintaining daily prayer, ensuring

the music life of the cathedral continues (under the leadership of Alex Berry): these are just some of the achievements of a difficult year. And, through all of this, positive attention has been paid to financial stability.

I commend this report and the life and ministry of the cathedral as we navigate our way out of the pandemic and into the future God holds for us all.

“it is remarkable how this cathedral, under the leadership of the Dean and Chapter, have adapted to changed circumstances”

A photo taken at one of the ordination services in October 2020.



Cathedral Staff & Officers as at 31st December 2020

The Dean
The Canon Precentor
The Canon for Mission and Pastoral Development

The Very Revd Jerry Lepine
The Revd Canon Paul Maybury
The Revd Canon Mandy Coutts

Chief Operations Officer
Director of Finance
Organist and Director of Music
Director of Education and Visitors
Sub Organist and Assistant Director of Music
Head Verger
Income Development Officer
Communications, Marketing and Events Officer
Education and Visitor Assistant

Sarah Field-Blešić (*until December 2020*)
Simon Dennis
Alex Berry
Maggie Myers
Graham Thorpe
David Worsley
Andrew McCarthy (*until December 2020*)
Philip Lickley
Diane Hadwen

Assistant Verger
Assistant Verger
Assistant Verger & Handyman

John Paley
Ian Price
Dave Robinson

Cathedral Secretary
PA to the Dean

Julie Bowyer
Sandra Heaton

Choral Scholar – Bass
Choral Scholar – Alto
Choral Scholar – Alto

Luke Johnson
Emily Bland (*until August 2020*)
Libby Harborne (*from September 2020*)

Music Department Administrator
Choir Matron

Luke Johnson
Daniel Lappin

Two of the cathedral choir rehearse ahead of one of the Sunday Eucharist services held during the period of lockdown.



A Statistical Snapshot of 2020

The 2019 figures appear in brackets.

Christmas	161 (402)	Choir:	
Advent	547 (6232)	adults - 17 (35); children - 29 (33)	
		Choir outreach:	
Baptisms	0 (12)	school visits - 18 (18) schools;	
Marriages	0 (1)	over 2000 children	
Funerals/Memorials	3 (12)	Chorister for a Morning - 187 (150)	
Adults on Sunday	60 (131)	Saturday Singer sign-ups - 86 (80)	
School visits	926 (2762)		
Events	31 (154)		
Other visitors	4688 (7591)		

Online Engagement

Category	2020	2019
Additional Facebook Likes	214	595
Facebook Reach	446,207	672,870
Facebook Engagement	29,132	41,809
Additional Twitter Likes	915	711
Twitter Impressions	2,494k	1,614k
Additional Instagram Followers	553	329
Visit Bradford Page Views	6,094	7,936
Website – Unique Page Views	67,359 (67,359)	74,336 (63,418)
YouTube Views	36,361	1,671
YouTube Watch Time (Hours)	4,877	32
Additional YouTube Subscribers	379	8
Soundcloud / Mixcloud plays	1,126	1,134
Wordpress Blog Views	5,617	4,856
A Church Near You Views	11,733	5,154

Figures in green show an improvement from 2019 to 2020. Facebook likes were 1,735 at the end of 2020. There was an error on the analytics in late 2020 meaning the figures for the final five weeks are unavailable. Comparable visits are shown in brackets for the period available.

Most popular website pages (excluding homepage)

1. Live Stream / online services
2. Staff
3. What's On
4. Latest Information
5. Music for Choir Adults
6. Music
7. What's On Calendar
8. History
9. Choir
10. Latest Events Programme

Key Facts

- Sunday between 10-11am was the most popular time for visiting our website, because of the link to the Eucharist service
- 75.4% of our website visitors come from the United Kingdom
- 55.7% of visitors to our website do so via a computer; 32.1% on mobile; 12.3% on tablet
- Our Facebook audience is split 61 / 39 female / male, with 71% of our engagement with the 45+ age range
- Our Instagram audience is split 57 / 43 male / female, with 55% of our engagement in the age range of 25-44.

Most Watched Videos 2020

1. How to make a Christingle with Frieda and Scout (2019) (2,582 views)
2. Funeral (1,831)
3. City Carol Service (1,017)
4. A Carol Service for the NHS (769)
5. Civic Remembrance Sunday (682)
6. Year Six Leavers' Celebration (598)
7. Mothering Sunday Eucharist (549)
8. Ordination of Deacons - 2pm (513)
9. Choral Evensong Trailer (2019) (496)
10. Advent Carol Service (493)

JANUARY

- 03 Collaborative event with the Muslim Women's Council
- 14 Premier Christian Radio breakfast show presented from the Chapter House
- 26 Holocaust Memorial Day Evensong
- 29 Serenity: Poetry, Song and Music event

FEBRUARY

- 16 Cathedral Sing!
- 16 Bishop Nick: Waiting For A Miracle?
- 26 Encounters with Jesus exhibition launches
- 27 Bishop's Study Day
- 29 Vintage Fair

MARCH

- 1 Fairtrade Breakfast
- 11 Lent course with Canon Andrew Tawn begins
- 11 'Take A Seat' appeal launches
- 13 Local artist Sven Shaw begins his mural outside Bradford Interchange
- 22 First live-streamed service
- 29 Pre-recorded services begin
- 30 Cathedral Close-ups launch

MAY

- 2 Faith trail goes virtual for the first time
- 8 VE Day 75 online service
- 25 English Tourism Week begins
- 28 Virtual Voice Trials launch



Ordinand placement students Kayleigh and Joshua

JUNE

- 1 Online Volunteers Week
- 7 Virtual Hope on the Edge
- 12 Refugee Week online exhibition launches
- 17 Bradford Cathedral re-opens post first lockdown
- 22 Prayers posted online for Windrush Day

JULY

- 03 Year Six Leavers' Celebration posted online
- 12 Live-streamed services resume
- 28 White Rose Awards nomination confirmed

AUGUST

- 12 Canon Paul joins Bradford BID board
- 15 Online VJ Day and Burma Star Memorial Service

SEPTEMBER

- 11 Heritage Open Days

- 11 Cathedral sends gift of £1,000 to Sudan
- 11 Kate Abbey's portrait of Head Verger David Worsley included in 'Portrait of Britain 2020'
- 13 Racial Justice service launched
- 24 EcoExtravaganza begins
- 30 'Dark Angelic Mills' published

OCTOBER

- 03 Ordination of Priests
- 04 Ordination of Deacons
- 13 Community Arts Project launched
- 15 Kate Abbey announced as photographer in residence

NOVEMBER

- 08 Remembrance service
- 11 Congregation member Linda Booth reads prayer at Westminster Abbey
- 17 Cathedral receives grant from Culture Recovery Fund
- 20 Bradford Cathedral welcomes Mirfield Theological College placement students
- 22 Hope on the Edge online
- 23 White Rose Awards success
- 26 Prayer for the Nation
- 28 #BradventCalendar launches

DECEMBER

- 24 Crib service launches



A screen-grab from the first online service, held on Mothering Sunday 2020

Agenda

Public Annual Vestry Meeting

1. Appointment of Secretary to the Meeting
2. Election of Churchwardens.
3. Presentation of Minutes from the 2020 Vestry Meeting for approval and signing
4. Matters Arising from the minutes not raised elsewhere on the agenda

5. Churchwardens' Report
6. Announcement of Appointment of Churchwardens (in the event of an election)

Note: All persons whose names are entered on the Cathedral electoral roll and all persons resident in the parish, whose names are

entered on a register of local government electors by reason of such residence, are entitled to attend and vote at this meeting. Only persons eligible for election under the Church Representation Rules 2020 and the Churchwardens Measure 2001 may be nominated for election at this meeting.

Agenda

Annual Parochial Church (APCM) Meeting

1. Appointment of Secretary to the Meeting
2. Presentation of Minutes from the 2020 APCM for approval and signing
3. Matters Arising from the Minutes not raised elsewhere on the agenda
4. Election of four people to the Cathedral Community Committee, two people to serve for a term of one year each and two people to

- serve for a term of three years each
5. Election of one person to the Deanery Synod to serve for a term of two years
6. Election of two representatives to Cathedral Council to serve for a team of three years each
7. Election of the Parish Disability Representative to serve for a term of one year
8. Report on the Electoral Roll

9. Receive the Annual Report for 2020 and make comment upon any item contained in it
10. Report on Income and Expenditure for Year ending 31 December 2020
11. Dean's Report
12. AOB
13. Closing Prayer

Any comments/questions in connection with the Annual Report or items of AOB to be submitted to the Cathedral Office by 12noon on Thursday 13th May 2021.

Note: Only persons entered on the Electoral Roll of the Parish may vote at this meeting.

Only persons eligible for election under the Church Representation Rules 2020 may be nominated for election to any office at this meeting.



Minutes

Public Annual Vestry Meeting

Minutes of the Public Annual Vestry Meeting held on Sunday 11 October 2020

Opening prayer:

At the invitation of the Dean as Chair, Canon Mandy Coutts opened the meetings in prayer: God of the seasons turning another year has come and gone and once again we gather for our APCM. Here we remember the highlights of our centenary year.

As we meet, reflect and discuss the life and work of this Cathedral, may Your Spirit move in our hearts, opening them to hear what each of us has to offer, bringing light to both possibilities and realities, drawing us always to consider what you would have us be and do in this time and place. Remind us that we are called to be bearers of Christ's life, light, and love to all we meet. Help us to live in such a way that we draw closer to your vision for us and journey faithfully in your way. In this time together we celebrate the many gifts we all have to offer. Help us offer what we can to your service and your glory. These things we pray in the name of Jesus of Nazareth, the one we call Christ, in whose name and hope we gather together as a community. Amen.

Appointment of Secretary to the Meeting:

The Dean, from the chair, proposed that Jane Thompson be

appointed and this was agreed unanimously.

Election of Churchwardens:

The Dean reported that Monica Slocombe had been nominated by Malcolm Carr and Jane Thompson, and Jenny Price had been nominated by Alex McLelland and Monica Slocombe, as Churchwardens, and they were both elected to serve for the next 12 months, starting that day, as the Dean as Incumbent has been delegated the right to admit them without further delay. (For admission see final item)

Presentation of Minutes from the 2019 Vestry Meeting for approval and signing:

The Minutes of the meeting held on Sunday 7 April 2019 were approved and signed by the Dean as a true record.

Matters Arising from the minutes not raised elsewhere on the agenda:

There were no matters arising from the minutes.

Churchwardens' Report:

Alex: Monica and I have broken the report down into matters relating to the Chapter and the Community Committee. I am going to deal with the Community Committee matters.

2019 seems such a long way away now, although it was our centenary year, I am going to be fairly brief in my comments.

Community Committee met monthly except for Easter, August

and December. The Committee is an advisory committee to the Chapter and is also the body that initiates and runs the social events for the congregation.

The retiring members this year are Nora Whitham and Joe Tarver and Joe is willing to be re-elected. Thank you to both of them for their service to the work of the committee. We will need to elect four members in our meeting which follows this one.

The many items on the agendas are mentioned in Canon Mandy's report in the Annual Report booklet.

A few of the significant items which are worthy of further mention here are:

- We arranged two events for the people living in the Cathedral Clergy House and Horton Housing In the summer we had a garden party which was received enthusiastically by those who attended (about 30 in all with the children). This was so successful we arranged a Christmas Party, not so many in attendance, but from feedback much appreciated by those who came
- The Parcevall Hall weekend 27/28 July. The Saturday followed the pattern of 2018 and was mainly a social time, the Sunday sessions were led by Sharon Bavington, from the Diocese, who gave us thinking to do about lay ministry. The event booked for this year was unfortunately cancelled due to COVID, however next year is booked and this is open to all, although spaces are limited.

Minutes of the Public Annual Vestry Meeting

Please speak to one of the Churchwardens if you would like to take part

- The Newcomers' evening was repeated and supported by committee members
- An ALPHA course was repeated and plans are in hand for something new
- Two very successful social occasions were organised, the Christmas lunch and Shrove Tuesday pancake party. These events have become an important part of the Cathedral calendar and are eagerly awaited by many people
- On behalf of the congregation the committee recommend to Chapter who the recipients of the Mission giving should be. If there is a cause which anyone feels should be supported let a member of the committee know so that it can be considered. The recipients are listed in the Annual Report
- The Committee receives regular reports from several groups such as Diocesan Synod, Deanery Synod, Eco Group, Fair Trade and Children's Space. These help the members to be alive to and supportive of the activities going on in and around the Cathedral
- This all went on in addition to the centenary events which the Dean has reported in his contribution to the Report

I could say more but please read the Annual Report if you haven't already.

I must take this opportunity to say thank you to a number of groups of people who keep this Cathedral ticking:

- Deputy Wardens and Sidesmen – we need more
- Catering Team
- Flower Arrangers
- Welcomers
- Bell Ringers

- Eco Group
- Prayer Ministry Team
- Children's Space Leaders
- Music Department

And some people

- Sarah Field-Blešić
- Maggie Myers
- All the other members of our hard working and well-knit staff
- The Cathedral Clergy

Thank you to you all for your contributions to the life and work of this Cathedral and thank you for granting me the privilege of being your Churchwarden for the past five years.

As you are aware I said I wouldn't be standing for re-election this year; little did I know I would still be here in October!! Thank you all for your support over the seventeen years, in total, I have served as Warden. It is time for a new (younger) face.

Monica: Thank you for electing me as one of your Churchwardens for what remains of this year. We are in such strange times and it is good to bring back some normality to our Cathedral life in holding the APCM now. I am looking forward to working alongside Jenny Price as my fellow Churchwarden for this year. This report is about Chapter's activities for 2019 but inevitably I will touch on this year too. I will be brief as so much of Chapter's activities have been well presented by the Dean in his Annual Report for you all to read. We met monthly and received regular reports from various sub committees including the FAC (Fabric Advisory Committee), Finance, Artspace and the Community Committee. During the year we have moved steadily towards becoming more strategic so that the newly formed Executive team can deal with operational issues. We received regular reports

on operational matters from the Exec team on issues such as staffing and music department activities. As it was the Centenary year we spent time discussing the events and celebrations, which have been reported on by the Dean elsewhere so I won't repeat it here. We also received reports about a number of key areas of work to maintain the governance, risk management and safety of the cathedral and all who use the building. This has played a major part in us being able to re-open safely this current year following the lockdown due to COVID. To highlight one or two of the main areas of discussion during the year:

The QI (Quinquennial Inspection) was conducted by our Architect and we received her full report. This report covered all our properties and will be the basis for planning any building work which needs to be done over the next five years. Thankfully there were no urgent works; however we noted that the properties in the Close are all in need of some attention as no work has been done for a number of years. The Parish Room renovation is also needed and this has now moved from planning, to the stage of letting contracts for the work to begin, as most of the finance has now been found. This will be a large project for the forthcoming year, and we can all look forward to a modernised useful space for the whole community to use.

Fabric. During the year we gave approval for further textiles to be produced following the successful completion of the Altar rail kneelers. We also gave permission to begin fund raising for the replacement of seating in the Nave. New chairs are needed as the current ones are heavy to move about when we have

Minutes of the Public Annual Vestry Meeting

numerous events in the building, and do not comply with current fire regulations. This work will be revived when we move beyond the current pandemic which has changed the way we do things so dramatically.

And Finally I join with Alex in thanking the Clergy for all they do for this Cathedral in many different ways; we are truly blessed to have such a wonderful team. I would also like to thank the many people who make things work here: staff, congregation and volunteers, too numerous to mention individually, but together we are an awesome team! My thanks to my fellow Churchwarden Alex, who has been my guide and mentor for almost two years now. We will all miss you Alex, though I know you will still be around for advice. It has been a privilege to serve with you as Churchwarden; so thank you for all the gracious support you have given me and the entire congregation.

Following the Churchwardens' Report, the Dean paid tribute to Alex's work as Churchwarden: I met Alex for the first time on a cold January day in 2013. As one of the interview candidates for the post of Dean I had been given the opportunity to have a conversation with someone at the cathedral as part of the discernment. We sat at the back of the south aisle rather secretly and chatted. It was, of course, very helpful. The combination of Alex's easy style and the welcome that the building gives to everyone was a winner. I had no idea about Alex but soon after arriving it was clear that he was really the Father of the House. And Vera was probably the Mother of the House! Over the decades that Alex has served this cathedral he has been a strong, faithful presence throughout the years of plenty and the years of

drought. He has continued to love and care for this place and the people of this cathedral. I have to say that he is an easy person to work with, unafraid to speak his mind but always gracious and generous with his time. He has this place within him and when we discerned the core values in 2014, they could have been a reflection of Alex: Hospitality, faithfulness and wholeness. It is a mark of the man that he will be continuing to serve this cathedral on its committees, through pastoral ministry and at his home group. When this COVID business is over he will be back on the door I am sure. This bottle is a very small token of our thanks for serving as Churchwarden over the last few years. Alex, thank you for all that you are to this cathedral and for your fellowship in the gospel.

Admission of Churchwardens to office:

The Dean then admitted Monica and Jenny to the office of Churchwarden:

The Dean: Churchwardens are called to represent the people of God; to work with the leadership of the parish, ordained and lay; to be an example and encouragement to their fellow Christians and the wider community; and to promote unity and peace. As you come to be admitted to the office of Churchwarden, I ask you to affirm your commitment to this calling, and to seek God's grace and the power of his Holy Spirit to fulfil it.

Will you, as churchwarden, seek to work with the Bishop, your incumbent, the Parochial Church Council, and all those who exercise leadership responsibility in your church, to further the mission of God and his purposes in the world?

Monica and Jenny:
I will, the Lord being my helper.

The Dean:
Will you undertake your task as a spiritual and holy calling, and seek in word and action to promote unity and peace?

Monica and Jenny:
I will, the Lord being my helper.

The Dean:
Will you care for the fabric and property of the church, as stewards of God, and make it your responsibility to ensure its proper upkeep and repair?

Monica and Jenny:
I will, the Lord being my helper.
The Dean:

May God be your helper, and give you grace to serve him with joy, with humility and with strength. And may your ministry as Churchwarden witness to the gospel of Christ, and serve the building up of his kingdom and of his Church, now and always. **Amen.**

The Churchwardens make their declaration:
I solemnly and sincerely declare before God and his people that I will faithfully and diligently discharge the duties of the Office of Churchwarden for the parish for which I have been chosen during the period of my appointment.

The Dean:
Having heard you make these declarations I now duly and canonically admit you to the Office of Churchwarden in the parish in which you are to serve. As God has called you to this ministry so he will not fail you.

There being no further business the Dean declared the meeting closed.

Minutes

Annual Parochial Church (APCM) Meeting

Minutes of the Annual Parochial Church Meeting held on Sunday 11 October 2020

Following the rising of the Annual Vestry Meeting the APCM proceeded.

Apologies and Attendance:
These are recorded separately.

Appointment of Secretary to the Meeting:

The Dean, from the Chair, proposed that Jane Thompson be appointed, and this was agreed unanimously.

Minutes of the 2019 APCM:

The minutes of the meeting held on Sunday 7 April 2019 were approved and signed as a true record.

Matters Arising:
There were no matters arising.

Election of Four Members to Deanery Synod to serve for a term of Three Years:

The Dean reported that three nominations had been received: for Tony Griffith, Alex Berry and Lindsey Bradshaw. In the absence of any further nominations all three were elected to serve on Deanery Synod for three years. They will also sit on Community Committee.

Election of Two Members to the Cathedral Community Committee to serve for a term of Three Years and Two Members to serve for a term of Two Years:

The Dean reported that one nomination had been received for Bori Benko. A further nomination

was received for Joe Tarver. Bori and Joe were elected to serve for three years.

Election of a Parish Disability Representative to serve for a term of One Year:

The Dean reported one nomination for Lindsey Bradshaw. In the absence of any further nominations Lindsey was elected to serve for one year.

Report on the Electoral Roll:

Alex McLelland, as interim Electoral Roll Officer, reported that the new Roll contained 140 names compared to 132 in 2018.

Receive the Annual Report for 2019 and make comments upon any item contained in it:

The Dean referred to the online Annual Report. No comments were made on the content but warm thanks were given to Philip Lickley for a very nice piece of work and how it told such a good story about our community. The Annual Report was received.

Report on Income and Expenditure for year ending 31 December 2019:

Simon Dennis has reported the Summary Cathedral Income and Expenditure and the Summary Cathedral Balance Sheet on pages 41-42 of the Annual Report. He also presented the following Overview of Chapter's Financial Summary 2019 to the meeting as follows:

Financial Outturn

- Surplus for 2014 to 2018 of over £115,000

- Deficit planned for 2019 of £18,674
- Final position was surplus of £18,674
- Free Reserves now £185,095 (£95k to £135k minimum range)
- Restricted Reserves £822,197 (Parish Room, Music and Fabric) Financial Plan to 2024
- Planned deficits in 2020 and 2021 of £29k and £13k respectively
- Impact of Quinquennial Inspection (QI)
- Deficits of around £200k a year after 2022 to deal with QI
- Need for roughly £600k over next four years for repairs

Chapter Income

- Church Commissioners 44%
- Giving 13%
- HLF and Government 8%
- Other Restricted Income 2%
- Concerts, rentals and fees 19%
- Unrestricted Grants, Legacies and Donations 9%
- Specific Donations and Grants for Music 5%

Impact of COVID on 2020

- Income to September short of budget by £25,000
- Worsening at up to £5,000 a month
- Balanced by lower spending so deficit not likely to be much bigger than planned
- Cash Flow shows current situation is manageable for 12 months provided grant and voluntary income hold up

Work will need to be done on the Cathedral, the houses and the Close precinct in the years 2022 to 2024 and significant fundraising will be required. However Simon

assured us that we are a going concern and we have sufficient money to operate. The Dean thanked Simon for his work and his calming influence during what is a really difficult year.

Cathedral Centenary Round-up:

The Dean highlighted the centenary experience as follows:

Teamwork

2019 was demanding for everyone from day one. We put together a programme that was incredibly ambitious and somewhat exhausting. Throughout staff and volunteers were terrific in their generosity towards the ministry of the cathedral. This partnership way of working, lay and clergy, paid staff and volunteers is the only way forward. We could not have delivered our Centenary Year without it. Thank you to everyone who was part of it.

Poet in Residence – Diane Pacitti

Throughout the year Diane was part of this community and wrote poetry out of her experience. It was really engaging to hear her reading those poems and now they have been published and you can order 'Dark Angelic Mills' on our website.

The Learning

1. The complexity about staging and financing of events.
2. The appetite for partnership working.
3. The love that people have for this cathedral.

The Centenary was certainly a resounding success.

Report of progress of Cathedrals Working group recommendations:

The Dean reported as follows:

You may recall that this is a major piece of work that the Church of England has been engaged

in for the last three years. It is a governance review of cathedrals after some problems appeared in the sector in the mid-2010s. This year Chapter has launched the Executive Committee so that Chapter now has strategic responsibility and the Executive looks after the operational. This is the way that good governance should work. The new Cathedrals Measure will be approved by General Synod early next year and then go to Royal Assent. During the second half of next year this will then become law and with the Church Commissioners financial help we shall set about changing the Constitution and Statutes and making the changes that will be required.

Dean's Report:

Safeguarding

This week the Independent Inquiry into Child Sexual Abuse (IICSA) in the Church of England was published. This is a serious critique of both the culture and processes that have existed in the Church of England and the way that abuse has been able to hide in the church and survivors have been poorly treated. The church as a whole can only be repentant and the Archbishops this week issued such a statement. In response to the report, Jonathan Gibbs, the Bishop of Huddersfield and the lead safeguarding bishop and Melissa Caslake, the Church of England's national director of safeguarding, said: "The report makes shocking reading and while apologies will never take away the effects of abuse on victims and survivors, we today want to express our shame about the events that have made those apologies necessary. The whole church must learn lessons from this Inquiry."

Bradford Cathedral has a committed team of people involved in safeguarding and over the last few years our processes and staff training have improved substantially. Like the rest of the church there will always be room for learning and improvement and we are committed to that. A new safeguarding app will be trialled at Bradford Cathedral and next summer we shall have an external safeguarding audit. In the meantime, the safe recruitment process for staff and volunteers is in place, as are risk assessments which are constantly updated. A safeguarding partnership agreement exists across the three cathedrals and diocese of Leeds and a good ongoing relationship with safeguarding staff in the diocese. We will respond promptly to safeguarding concerns and look to provide appropriate pastoral care.

Vision and Strategy 2020, Update to the APCM

Our Purpose

"Serving Christ and transforming lives through welcome, worship and encounter"

Our 8 Strategic lines 2020

1. To encounter God through worship, preaching, music, our story and the arts
2. To nurture faith and gifts through evangelism and discipleship for all ages, abilities and stages of life
3. To grow a healthy organisation through good governance, safeguarding; staff, congregation and volunteer care
4. To resource the Church through working with the Bishop, the Diocese and our sister Cathedrals
5. To enrich city life through music and the arts, special services, civic engagement, events, other faith partnerships and reconciliation

Minutes of the Annual Parochial Church (APCM) Meeting

6. To achieve financial sustainability through good stewardship, income growth and fundraising
7. To conserve and develop our heritage through marketing, visitor engagement and education, partnership and fulfilling our ambition of being an eco-cathedral
8. To respond to human need through loving service

Our Values

These remain unchanged:

Hospitality
Wholeness
Faithfulness

What next?

Chapter will be working with staff and volunteers to:

- Develop Key Performance

Indicators (KPIs) that will help us to monitor our progress.

- Develop projects and initiatives to help us achieve our KPIs.
- Review what we currently do to see if it helps us to achieve our KPIs. This is to ensure that we invest our resources appropriately.

Why Vision?

Where there is no vision, there is no hope

(George Washington Carver)

But be glad and rejoice for ever in what I am creating...

(Isaiah 65.18a)

The Spirit of the Lord is upon me, because he has anointed me to...

(Luke 4.18)

In this way we join with God in what God is already doing in God's world.

AOB:

There was no other business.

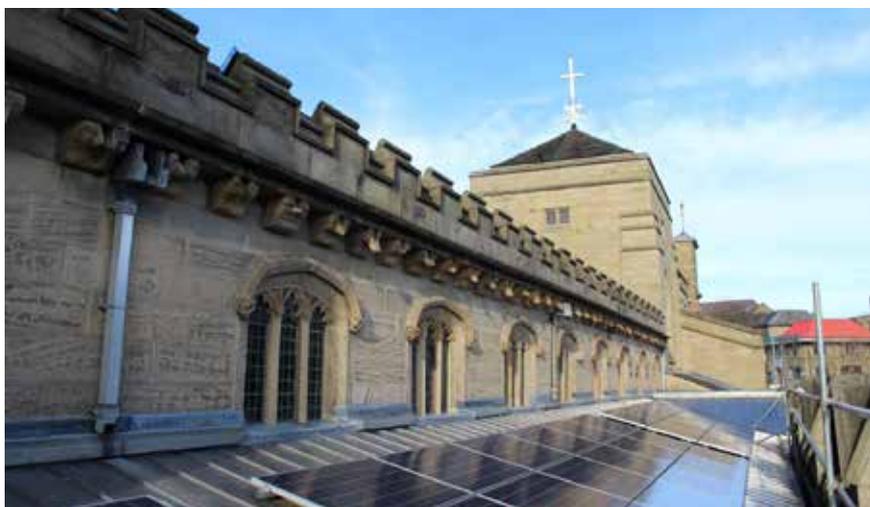
Closing Prayer, Collect of the day, led by Canon Paul:

Almighty and everlasting God, increase in us your gift of faith that, forsaking what lies behind and reaching out to that which is before, we may run the way of your commandments and win the crown of everlasting joy; through Jesus Christ your Son our Lord. Amen.



Architect's Report

Ulrike Knox RIBA AABC Cathedral Architect



Considering the environment of the pandemic and the restrictions to working practices, including the potential for construction work teams to undertake enforced isolation, we were able to progress some important maintenance work items around the cathedral.

In October 2020 the cathedral received a grant of almost £100,000 towards various necessary repairs and upgrades via the Cultural Recovery Fund Major Works grant administered by the

In October 2020 the cathedral received a grant of almost £100,000 towards various necessary repairs and upgrades

Cathedrals Fabric Commission of England and Historic England. We were then able to undertake the following through the end of 2020 and into 2021.

We undertook roof repairs to the failing bituminous felt roof over the north east entrance and localised repairs to other roofs, mainly re-pointing to open joints and repair of flashings.

Clerestory window repairs addressing water ingress, attributable to some small areas of pointing loss around the sills and jambs, were carried out. We re-pointed open joints to jambs, mullions and coping stones and addressed failing mortar repairs. Where lead flashings were split, these were repaired or replaced.

The timber floors to the Nave, North Aisle, South Aisle and Tower, had a number of defects including loose and broken boards presenting a trip hazard

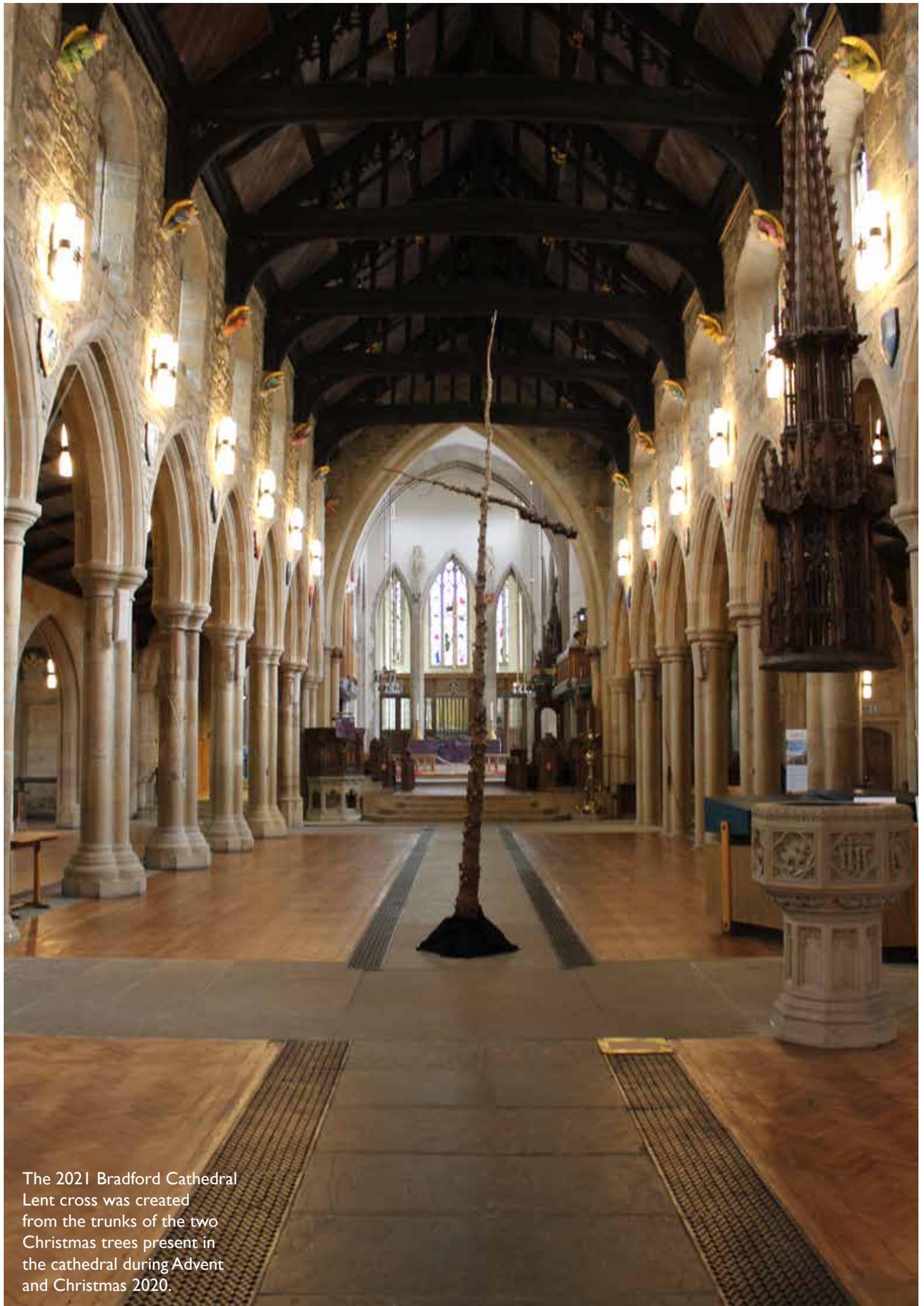
and loss of finish from wear (which can accelerate deterioration of the timber). The floor was refinished and some minor repairs undertaken.

Asbestos was present within the insulation to heating pipework within the crawl space under the South Ambulatory. The presence of asbestos hinders maintenance due to the risk to health and safety and was therefore removed.

The existing fire detection system required an upgrade to meet new fire legislation and because maintenance of the current system was becoming increasingly difficult as parts are no longer available to replace failed components.

Our team was also busy this year developing the design and specification for the Parish Rooms project. Following the tendering of the work package a contractor has been appointed to carry out the work in 2021.

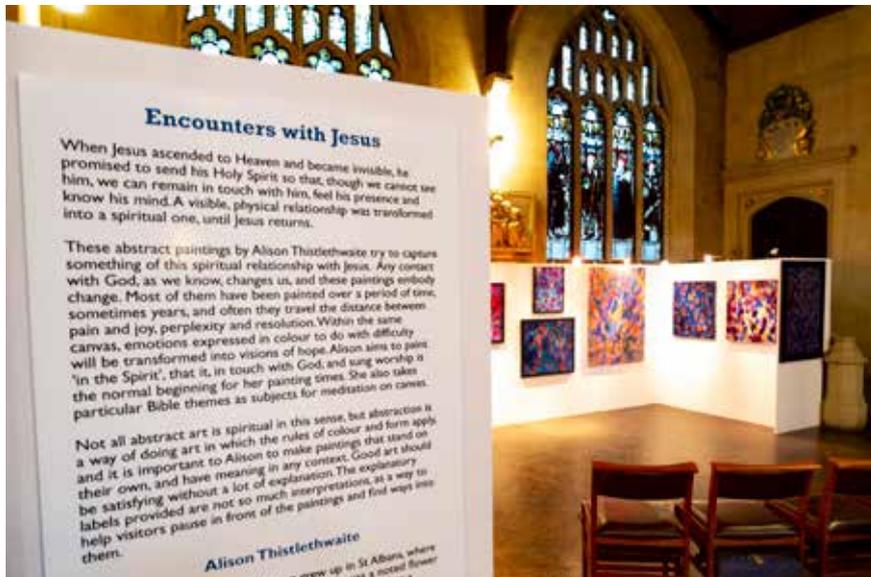




The 2021 Bradford Cathedral Lent cross was created from the trunks of the two Christmas trees present in the cathedral during Advent and Christmas 2020.

Artspace

The Revd Canon Paul Maybury Chair



For the first time we advertised for an artist to work with us on a project for which we will seek external funds. We were very pleased with the quality of the artists, from around the UK, who applied and appointed a community artist, working in glass. We look forward to this 9 month project coming to fruition in 2021/2022.

In October we welcomed Kate Abbey as our photographer in residence for at least 12 months. Kate is a nationally recognised photographer and we hope that many people will meet with her during her residency.

Due to the pandemic and ongoing restrictions, many projects during the year had to be cancelled or postponed. However, we are certain that the future remains bright as we join with other cultural organisations in the City supporting the bid to become the City of Culture in 2025.

We entered 2020 with a plan to redefine the work of Artspace and to build new partnerships with a view to relaunching Artspace at Bradford Cathedral in 2021.

We are pleased to report that we have met our objectives in 2020.

We have expanded the Artspace Team which oversees the work and have welcomed new partners to work with us, month to month. We have also included any artists that we are actively working with.

We were very pleased to host an exhibition of abstract paintings by Alison Thistlethwaite, entitled

'Encounters with Jesus', from 26 February - 12 June. These large pieces of art were to be found all around the cathedral as well as in the dedicated display space in the north transept. Unfortunately, as

lockdown came, fewer people than we had hoped were able to enjoy the exhibition.

In October we welcomed Kate Abbey as our photographer in residence for at least 12 months

The Aire Valley Arts exhibition was then postponed until 2021. This will be a large exhibition using the display space at Kala Sangam too.



Bell Ringing

Ron Crabtree Tower Captain

At the beginning of the year we managed to get together to ring occasionally for Sunday morning Service. We were a small band of varying ability and will have to review the situation before we can restart ringing when restrictions on indoor activity are lifted at the end of June.

When I visited the cathedral for our first service after the first lockdown I inspected the tower to check the situation. I found that a strong gale had blown open one of the windows behind the louvres.

Unfortunately some of the pigeons managed to push open the netting to enter the belfry but could not get out making quite a mess. My grateful thanks to John Paley for his efforts in removing the dead birds and cleaning some of the mess they left behind.

Unlike some of the gothic cathedrals like York, Lincoln etc with large towers and ringing rooms we have restricted ventilation with a low ceiling and two small windows making it difficult to maintain fresh air when

ringing. Also the ropes are close together and it will be difficult to maintain social distancing. I hope we can attract some experienced ringers to join us when we start ringing again. We are looking for anyone who would like to visit the tower to see if they would like to learn how to ring to contact me.

If you would like to find out more about our bells and or ringing please contact me on 01274 584680.

Carers' Crafts

Maggie Myers Dir. of Education and Visitors

The Carers' Crafts group met weekly on Tuesdays as usual from January until mid-March, when restrictions began. This is a supportive, tightly-knit group and the members have kept in close contact with each other on a daily basis throughout the pandemic, via a WhatsApp group, with regular phone and FaceTime calls to those

Members have kept in close contact with each other on a daily basis throughout the pandemic

without access to WhatsApp. Sadly, one member of the group has passed away in the last year and several members of the group have been ill, with non-COVID-related illnesses. Members of the group have continued to support one another throughout these difficult times, albeit from a distance. Ann Brooksbank reports that she has spent time putting together a

craft kit for each carer and etched their names on glass mugs in preparation for when the group is able to meet once more. The members have appreciated the support they have had from Ann and from their close WhatsApp and phone contact throughout the last year, but they are of course looking forward to the time when they can meet and support one another physically. Our thanks go to Ann once again for her kindness and generosity in leading and looking after the members of the group and keeping their spirits up during this difficult time.

Children's Space

Emma Towers Leader

As with everything in 2020, Children's Space looked very different after schools and churches closed in March. Thank you to the volunteers and young helpers who saw us through the first few months of the year when we could meet in person. As we were unable to be together for Easter, we sent out a small activity pack for with a Resurrection Egg and some activity and prayer resources, so everyone had a little something to do. When Canon Mandy returned from her sabbatical, we were able to set up weekly online sessions following that day's Gospel reading. I read/explain the passage using

whatever visual aids are on hand – Lego characters, toy animals and a Playmobil angel have come in very handy! Then Canon Mandy guides us through the main points of the passage, and we often watch a related video for further understanding. We always end with prayer. We begin with prayer requests, such as sick family members, new schools, house moves, NHS staff, teachers or environmental disasters, and also pray about what we have learned that day, such as the Fruits of the Spirits in our lives, and end with The Lord's Prayer. You may also have seen pictures of some of the crafts the children have made

after our sessions following Canon Mandy's instructional videos.

Some of the children have also participated in making recordings for services such as the Year 6 Leavers' Service and Christmas Crib Service. We were very glad to hear that two of our members successfully transitioned to Secondary School in September, and we hope we have managed to be a constant presence for families, whether attending school or learning at home.

We very much look forward to the day we can welcome back families and volunteers in person.



Communications, Marketing & Events

Philip Lickley CME Officer

2020 was a year of two halves, or at least one quarter and then the rest! The shift from a physical presence to becoming a digital cathedral, and then to a mixed medium was a challenge, but one the department embraced, with external partnerships flourishing, internal collaborations succeeding, and content creation blossoming. The highlight of the year was our success at the 'White Rose Awards', winning gold for the 'Small Visitor Attraction of the Year', acknowledgement of the hard work put in by everyone during the second half of our centenary year and the first third of 2020.

Events

2020 started positively with strong booklet distribution, following the successful trials of 2019. We hosted a collaboration with the 'Muslim Women's Council' and began plans for hosting dinners. We were almost a filming venue for Clio Barnard's 'Ali & Ava' film but were able to host filming for AA Dhand's 'No Ordinary Life'. Culture would remain important with a virtual Earth Hour concert, the new photographer in residence, or promotion of Diane Pacitti's book published in the Autumn.

Traditional events, of course, were not be a focus from April onwards. The Lindisfarne event, the follow-



up the successful 'Steeleye Span' concert, was postponed but we explored the potential of commercial online concerts, though the changing picture made these difficult to schedule.

Communication

From April communication became even more important. The website was updated to reflect the new digital approach; the weekly e-mail and monthly 'Keeping In Touch' merged and adapted into a monthly Dean's briefing; social media was tweaked to reach new audiences.

The amount of content created exploded. Our YouTube channel and Facebook page became home to new videos each week. A small

number of pre-lockdown videos looking at International Women's Day and William Morris' birthday, alongside a time-lapse for the 'Take a Seat' appeal, were soon joined by whole campaigns of visitor, heritage and faith videos, designed to keep everyone engaged with us even when they could not visit. These included weekly Children's Space activity videos; 'Cathedral Close-ups'; and an animatic video of how to stay safe when visiting. Internal collaborations brought us well-received and watched projects such as the Leavers' Service video, and the Racial Justice Service, which required the building of connections with many other content providers.

Communications, Marketing & Events

We worked on getting an online streaming system established in the week of lockdown announcements – before switching to a pre-recorded set-up for several months – working with the clergy, vergers and music department as the year progressed on refinements, receiving positive feedback for the look, and the incorporation of words and ‘notices’. By the end of the year multi-camera streams of ordination services and funerals were possible, and we’d built up a small team of confident volunteer operators. Video sermons, music pieces, and joined-up collaborations between the departments, such as on the St. George’s Day video, were highlights. Volunteers Week videos helped keep the connection with those unable to get in, acknowledging their hard work. Videos for ‘Carers Week’ and ‘Hope on the Edge’ helped further.

External partnerships also continued. Though an early connection with Bradford BID for a city-centre pancake race didn’t have the uptake we’d hoped for, there was much more to celebrate, whether it was an online exhibition for Refugee Week, supporting the two ‘Sparkling Bradford’ campaigns, or working on ‘Heritage Open Days’ and ‘English Tourism Week’.

This is not to say that all partnerships have been straightforward. There have been many challenges, both internally and externally, in ensuring content is of a professional standard and delivered on time, but this is something that’s improving all the time.

We appeared on a Visit Bradford tourism podcast, provided

engaging content to the Diocese and the Association of English Cathedrals, and liaised with many in the media, with BCB, the newly established BBC Radio Bradford, Premier Christian Radio, and Sunrise broadcasting our content, often with specially produced audio designed with radio listeners in mind. Andrew Edwards from BBC Radio Leeds came on site to interview the Dean.

Contact with the press continued to build, from the legal service in the Telegraph and Argus, to our photo of the Pilgrim Passport appearing in the Church Times, Richmondshire Today mentioning our choir, to Lincolnshire Live covering our Bradford City service. Keighley News, Yorkshire Life, Money Saving Expert, Harrogate News, York Mix and Christian Today were some others that covered us.

We continued to exploit the marketing mix through ‘A Church Near You’, ‘Welcome to Yorkshire’, ‘Network Leeds’ and ‘Bradford Schools Online’, alongside ‘Briefing Bradford’, ‘Backing Bradford District’ and key social media sites.

Communication on-site continued, with health and safety signage designed-up for consistency throughout the building, and we didn’t forget those able to visit the site, even if it was just passing by, with the State Gate utilised during Advent, and the ‘Star in the Tower’ returning.

We reviewed internal communication, with a monthly planning meeting established to ensure key dates were prepared for in a timely fashion, and that everyone was aware of upcoming projects.

Social Media & Website

“Content is king” and we worked hard on telling good news stories and shouting about the cathedral, including through new artwork featuring the building across the city, success for former Choral Scholar Henry Stott, congregation member Linda Booth appearing on television, or our Head Verger in a national photography competition display, taken by our photographer in residence.

Our social media became more conversational and we took part in trending topics. Our fortnightly Scrapbook summarised our highlights.

The shift to online helped us focus on a bigger reach. The EcoExtavaganza saw a suite of videos and live talks that involved everyone from Bradford Council to Plastic Free Denholme, the Diocese and local churches to key figures in the movement. The Bradvent Calendar pulled together an impressive amount of content, from the installation of the star to poetry by Bishop Rowan Williams; keeping alive connections with cathedral friends such as a local piper, and a Stir-up Sunday video that featured the Rev Kate Bottley. This footage is now available for use in future years. The success of videos with a wider appeal in 2020 have also helped shape our video plan for 2021, which is already bearing fruit.

The year was also a time to build up skills. We attended many webinars organised by Heritage Digital on videos and marketing, as well as the weekend long CofE ‘Digital Labs’ conference.



The 'star in the tower' returned for its second year during Advent and Christmas 2020.

Community Committee

The Revd Canon Mandy Coutts Chair



As chair of CC it gives me great pleasure to report on 2020.

It has been an extraordinary year with the pandemic, but regardless of the challenges this has brought, CC has continued to work with dedication and a deep commitment to serving God and the cathedral family.

At the last APCM (postponed due to the pandemic), and subsequent CC meeting, the elections confirmed the following changes

- Monica Slocombe (Churchwarden and vice chair)
- Jenny Price (newly elected Churchwarden)
- Jane Thompson (CC secretary)
- Ian Price (Electoral Role Officer)

Bori Benko newly elected for 3 years

Joe Tarver re-elected for 3 years

Stepped down

- Alex McLelland (churchwarden & vice chair)
- Nora Whitham

- Malcolm Carr (Chapter representative, but will continue as CC elected representative on Chapter)
- Isla Skinner (Disability rep)

Newly elected Deanery reps who also sit on CC

- Alex Berry
- Tony Griffith
- Lindsey Bradshaw (Disability Rep)

My thanks to all who have served last year and those who continue to serve, these roles carry great responsibility as well as a considerable time commitment; please do hold them in your prayers as they seek to serve God faithfully through these ministries. I would also like to take this opportunity to thank Alex McLelland for his support and work as Churchwarden and his many years of wise council and for chairing CC whilst I was on sabbatical.

We also said a sad farewell to Graham Waddington. He stepped down as Electoral Roll Officer

earlier in the year and then sadly died. He had spent his life serving the cathedral in a variety of important roles with honour and integrity and will be greatly missed.

Every year the CC delivers a portfolio of activities and events. Sadly, the only planned social events that were able to take place this year were the Fairtrade Breakfast and the Shrove Tuesday lunch. Both these events have become real highlights in the Calendar. They are a celebration of teamwork with a variety of volunteers including CC and the Eco group working together. Shrove Tuesday also started working successfully with the Lodge Café. A big thank you to all who were involved.

Despite the frustration of so many planned events being suspended, CC did continue to explore creative ways to support the cathedral family through the pandemic:

- Organized and delivered Harvest gift boxes to Horton Housing
- Commissioned, planned and had delivered new cathedral mugs, thanks to financial gifts from Westfield Manor Nursing Home and the cathedral Friends
- Began planning for a celebration of lockdown arts, crafts and literature for when the pandemic is over
- Planning Parcevall Hall weekend
- Explored Rhythm of Life resources
- Reviewed and planned for the START course
- Planned Mission Partners
- Proposed Stewards/Sidesmen

It has been an extraordinary year with the pandemic, but regardless of the challenges this has brought, CC has continued to work with dedication and a deep commitment to serving God and the Cathedral family.

- and Deputy Wardens to Chapter
- Explored themes of lament
 - Explored ways to support groups being reintroduced to the cathedral
 - Received reports from Deanery and Eco group

The Community Committee also has responsibility for the allocation of the congregation's **Mission Giving**, which is made up of 10% of the congregation's annual giving. In 2020 the amount CC could send out to charities was £13,000. These are listed in the table and are divided between local, national and international charities according to their understood needs. Our grateful thanks to Monica Slocombe, our Churchwarden and Simon Dennis, our Director of Finance for compiling these figures. One change of note concerns Jenny Green, a long-time mission partner and friend of the cathedral who has now retired after a remarkable

ministry, in Bankfoot and earlier with CMS in Uganda. She will be greatly missed and we wish her well in the future. The work at Bankfoot has been included in the allocation to Shine at St Stephen's, West Bowling.

Other changes include an additional £1000 given to the Diocesan Sudan Emergency appeal in 2020 from the previous year's Mission allocation.

Increases in donations have been made to support ventures in this difficult year. A new donation has been made to support the work with families in the Holmewood area.

New applications are considered in the autumn. For further information speak to one of the CC.

The Community Committee have continued to be the eyes and ears of the congregation, bringing important matters for discussion and where appropriate referring them to Cathedral Chapter, the governing body. So please share with them your reflections and ideas for new things at the cathedral and prayerfully consider whether God maybe calling you to be part of this committee.

Finally, please pray for the Community Committee, for God's continued wisdom, and direction to guide our plans to bring glory to His name.



Organisation	2019	2020
Local		
Abigail Housing	1,000	1,000
Anchor Project, St Clements	1,000	1,500
CUF: Wellsprings Together Bradford	1,000	1,000
Firm Foundations Closed 2019	750	0
Inn Churches	1,000	1,500
Jenny Green (Via CMS Local) / Bankfoot (retired)	1,500	0
Sea Cadets	400	500
SHINE West Bowling	1,000	1,500
Zephaniah Trust	750	750
Bradford Court Chaplaincy Service	1,000	1,500
Global Cafe	30	250
St Christopher's Holmewood	0	500
Total Local Donations	9,430	10,000
Elsewhere		
Acorn Trust	750	750
International crisis: Toilet Twinning/ Tap Twinning	0	500
International crisis:	0	0
Sudan	1,500	1,500
Diocesan appeal for Sudan 2020	1000	0
Traidcraft Exchange	191	TBA
Total Donations Elsewhere	3,441	2,750
Total Giving	12,871	12,750
10% Unrestricted Giving for 2020	13,000	13,000
Fairtrade Stall Profit	191	TBA
Total Allocation	13,191	13,000
Balance (brought forward)	270	590
Balance to allocate (carried forward)	590	

EcoGroup

The Revd Canon Mandy Coutts Chair



The Eco group has a remit to support the cathedral community (as an organisation and as individuals) in that part of its mission that focuses on God's creation.

This currently includes:

- reducing our carbon footprint (fitting with General Synod's decision to go Zero Carbon by 2030)
- responding to environmental issues, particularly around wildlife and biodiversity
- supporting FairTrade (with its a positive impact on the environment)

The major event of 2020 was the Eco Festival "What on earth are we going to do?" in September, focused on the Climate Emergency; we aimed to tell good news stories and to as encourage individuals, groups and parishes in the diocese to take action.

The pandemic forced us to change to a wholly online event, which took place over 3 days; sadly its impact meant that we were unable to involve schools and young people as we had intended.

The event was nonetheless very successful: highlights were the keynote address and Zoom discussion by Ruth Valerio (Director of Global Advocacy and Influencing, Tearfund), and the "Ten Top Tips" produced by Jemima Parker (Environment Officer, Diocese of Leeds). There was a wide range of other input by speakers (among them Tim Farron MP) and local organisations, church and secular, including Plastic Free groups.

We are extremely grateful for the contribution of Philip Lickley in preparing for the event; the talks and other videos are on the cathedral YouTube page, so can be revisited.

Other activity:

- in line with our aim to increase biodiversity around the Close, the small lawn by the Parish Room was left uncut over the summer; unfortunately wild flowers did not flourish as expected – apparently the area is too fertile, and plans are in hand to resolve this in 2021
- work on further woodland planting has paused because of the pandemic, though a site has been identified with Bradford Council

- the group has re-started work on its submission for the A Rocha Foundation Eco Congregation Gold Award, which we expect to attain in 2021; this fits well with cathedral, Diocesan and national work on the Zero Carbon agenda

Fairtrade activity

In keeping with the now annual tradition, we held the 5th Cathedral Fairtrade Breakfast on Sunday 1st March, when about 40 breakfasters enjoyed early morning fellowship tucking into a simple meal which included Fairtrade muesli, jams and marmalade, tea and coffee as well as porridge and locally sourced honey, bread and milk.

Thanks to the generosity of the breakfasters, we were able to send £110 to Traidcraft Exchange whose mission is to 'use the power of trade to create lasting solutions to poverty'. Alongside their partner charity, Traidcraft, they run programmes in developing countries, supporting poor and vulnerable people to get a better deal from trade.

The Fairtrade Stall was unfortunately paused due to the cathedral's Covid-19 restrictions. However, as the stock had recently been fully replenished and had a limited shelf life, it was all sold as soon as practicable to members of the clergy and congregation. The COVID restrictions were strictly observed throughout. New stock will be ordered when we are advised that the Fairtrade Stall may be re-opened. Members of the congregation have continued to support Traidcraft with their own direct orders.

Education

Maggie Myers Dir. of Education and Visitors



2020 began in a very promising way, with a full timetable of visits from January to Easter and more booked into the calendar for the summer term. By the time visits stopped in early March, because of the pandemic, we had welcomed over 800 children and young people during 25 educational visits, with 19 different schools and two very busy family activity days during February half-term.

“Very helpful to a home-schooled child- thank you.”

Parent

“Looking forward to virtually exploring Bradford Cathedral for signs of the Trinity this week with my class...”

Assistant headteacher,
Academy at St. James, Bradford

When lockdown began, we quickly adapted to providing online resources to support home learning, initially for Holy Week and Easter. Since then we have created a body of online educational resources, from Early Years to GCSE Level, covering: the key Christian festivals and practices; symbols and features of a Christian place of worship; resources to support national events such as Interfaith Week

and Remembrance Day; and resources for creative writing, observational drawing and local history, using the cathedral as the

stimulus. Along with two other key new resources, the VR Cathedral 360° tour and our “Discover Bradford Cathedral” blog, we are now in a position to “show” our wonderful building and explain key aspects of Christian belief and practice to young people in our schools, even when they are unable to visit.

As we were unable to have our annual Year 6 Leavers’ Services in the cathedral in July, we produced an online Leavers’ Service; and in light of the positive responses and viewing figures for this, and the fact that schools were unable to come to the cathedral for annual Christmas visits, we produced a Schools’ Christmas Service and a Messy Crib Service for families. All three of these services featured contributions from local schools, our choristers and children from our parish families, and the Zephaniah Trust. They were joyful, collaborative projects that were very much appreciated by schools and families.

During the year we have also worked hard to maintain strong educational partnerships, particularly with Lapage Primary

“Thank you very much for your excellent resources for Remembrance... These were used in our whole school virtual Act of Remembrance today.” Headteacher,
St. John’s CE Primary, Bradford

“I just wanted to let you know how much we appreciated the Christmas Service this morning. Year 5 joined in the singing and really enjoyed it. Thank you so much for sharing it. Hopefully we may be able to visit the cathedral next summer”.

St. Luke’s CE Primary School

“Hi. Many thanks for your Leavers’ materials- very much appreciated.”

Wycliffe CE Primary School

“The video is wonderful and it certainly brought comfort and joy, and a big smile to my face this morning! It is very professionally produced, the artwork is amazing and ... the Christmas resources are certain to be a hit with schools.”

**Schools’ Adviser,
Diocese of Leeds**

School on the next phase of the Community Heritage Volunteer programme, and by developing online resources for partner schools’ linking for The Linking Network. We have also been working in collaboration with “Missional Generation” to create an immersive, 360-degree, digital, narrative tour of Bradford Cathedral for secondary age students and are currently creating an online pilgrimage for children and young people for 2021, in collaboration with the Diocese of Leeds and Ripon and Wakefield Cathedrals.

During this extraordinary time, we have also reflected on what we would like to offer when schools choose to return to Bradford Cathedral, or visit for the first time, at some point in the coming months. We have adapted our offer to include opportunities and activities for schoolchildren to visit the cathedral for spiritual support and mental well-being, in the aftermath of their experiences in the Covid-19 health crisis. We have also created an exciting new “Living Timeline” educational project for schools, involving costumes and artefacts, for which we are currently applying for funding.

Our aim throughout this year has been to maintain contact with schools and families and to provide them with accessible and meaningful resources during this difficult and unprecedented time.

Thanks to Diane Hadwen, Canon Mandy Coutts and Philip Lickley for all their hard work and support.



Faith Trail

Maggie Myers Dir. of Education and Visitors

The Bradford Faith Trail normally takes place on the first Saturday of the month between March and October, visiting St. Peter's RC Church, Abu Bakar Masjid, Shree Lakshmi Narayan Hindu Temple, Guru Gobind Singh Ji Gurdwara, with a langar, a community vegetarian lunch and Bradford Cathedral. Due to a publicity campaign coordinated by staff at Bradford Cathedral and increasing numbers of police trainees, 2019 had seen a rise in the number of participants and it looked as if 2020 would see a further increase.

However, the only physical trail of 2020 took place in March, with good numbers and enthusiastic

participants once again. When restrictions began, staff at Bradford Cathedral worked hard to produce an online version of the Faith Trail, which was put out in real time on the first Saturday of the month for the duration of the 2020 Faith Trail cycle. Participants joined the virtual Faith Trail and "travelled to" each place of worship, finding out about each building, its origins and its faith traditions. There was also input from James Elliot, Faith Engagement Officer for West Yorkshire Police and information about the Bradford Iconic Places of Worship tours.

Our purpose in providing the online Faith Trail each month was to keep up its profile whilst

physical visits were unavailable, in the hope that participants on the online trail would be keen to join a physical trail when visits resume, hopefully at some point in 2021.

Communication has continued between the places of worship and the police throughout 2020 in order to prepare for opening up. All five places of worship are committed to continuing to provide this unique opportunity for members of the public and organisations to learn more about Bradford's faith communities, to celebrate their rich heritage and to promote understanding between faiths

Flower Arranging Team

Ann Hayward, Sally Runton, Pat Anderson Leaders

These have been months of changes and challenges! During the periods of total closure and partial opening, we have been privileged to arrange flowers to enhance the many aspects of permitted cathedral life. We created some arrangements towards the end of the Summer, a very specific arrangement for Remembrance and then greenery and candles in Advent, adding glorious red carnations for Christmas, and

then single arrangements placed in the Chancel for the streamed services in this new year. As ever, we have appreciated the support of cathedral members who have sponsored the flowers in memory of their friends or family. The flowers have found it harder to survive the underfloor heating of the Chancel marble and we have been very grateful for the valiant attempts of the Vergers, Dave, John and David, to keep them watered. We always appreciate



the warmth of their welcome and their willing help, and we have been well supported by Canon Paul as we have had to adjust to the restrictions. We are ever grateful to Julie and Sandra for their diligent help in coordinating the rota.

We have relied on the continuous supply of beautiful flowers from

Frames Florists. Janine, Zoe and Daniel have helped us and chosen the best the market could offer each week. We remain indebted to them for their kindness, generosity and understanding.

We have faced difficult changes in our team during these last months. Sadly Shirley, Margaret and Sylvia, and their husbands, have

suffered ill health and so they have temporarily retired from our rota. Jasmine has moved to take up a new professional post in Scotland. We miss each of them; their fellowship, skills and the joy we experience in working supportively together. We think of them and look forward to being together once more.

Friends of Bradford Cathedral

Jill Wright Chair

Bradford Cathedral Friends are alive and well! Like every other organisation our activities in 2020 were severely curtailed, but we have not been idle. We met twice before the first lockdown in March and agreed to requests from the Chapter for funding for two projects. We have given an initial grant of £5000 towards the refurbishment of the Parish Rooms and we contributed £250 towards the purchase of new mugs.

We had a programme planned – but of course, that didn't happen. Our much anticipated trip to Durham Cathedral will take place (we hope) in 2022, as will our planned trip to Bingley Parish Church. We don't know yet whether we can hold an Annual Lunch in October – but again, that will happen next year if not this time.

Stitching@BradfordCathedral has obviously not happened since the first lockdown. We were making good progress with the kneelers for St Aidan's Chapel and we hope that perhaps these will be completed later in the year. This has been an activity much missed by its members – but we shall be back as soon as we can safely return.

One staunch member of the Stitching Group has been volunteering for the cathedral and for the Friends for a very, very long time. Barbara Walker was on the Committee when I joined it in (I think) 2008. She has been absolutely faithful, absolutely reliable, filling in any number of roles on the Committee – she's a really superb organiser! She always speaks with a smile and what she says is worth listening to. As she

approaches her 90th birthday later this year, she has decided to give up her active role - she's tried it before, but we wouldn't let her. Barbara, we owe you such a lot and we shall miss you very much indeed. Thank you for all you have done for the cathedral and for the Friends of Bradford Cathedral.

In the meantime, we continue to support the cathedral staff with our prayers as they fulfil their roles both within the cathedral and, as importantly, beyond. If nothing else, this pandemic has made us realise how dependent we are on one another – and on God. We look forward to the time when the Friends are once again able to play an active part in the life of the cathedral.

Income Development

Andy McCarthy Income Development Officer

The year 2020 was very difficult one for many of us but hopefully 2021 will be much better.

Firstly, it's important to say a huge thank you to congregation, clergy and supporters of Bradford Cathedral for your generosity during 2020 through your online giving to appeals, appreciation of concerts and recitals, offertory donations during the online services and regular commitment by monthly standing order or direct debit payments. With a limited number of services and people not being able to come into the building to worship or visit, it has been very difficult to sustain donations. Your support means so much and is greatly appreciated.

The role of the Income Development Officer is vital in securing funds for the cathedral. This income comes in various forms – applications to charitable Trusts and Foundations, donations from the congregation and supporters of the cathedral through appeals and our Renewal of Giving campaign, visitors to the cathedral and other forms of individual giving and support through new campaigns.

Grant Income

Grant applications were submitted and a total of £362,458 was

secured – of that, £36,950 has been received and £325,508 pledged for the next three years.

There are a couple of particular highlights in 2020. One is the grant from the Cathedral Sustainability Fund to extend grant support for the full-time Communications, Marketing and Events post, full-time Income Development Officer role plus a new part-time post of a Digital Content and Social Media Executive. The grant is for £194,733 and is over a three-year period.

The second highlight was the Cultural Recovery Capital Works Fund grant of £94,500 for repairs to the roof and the clerestory window, refurbishment of the timber floor, asbestos removal and a new fire detection system.

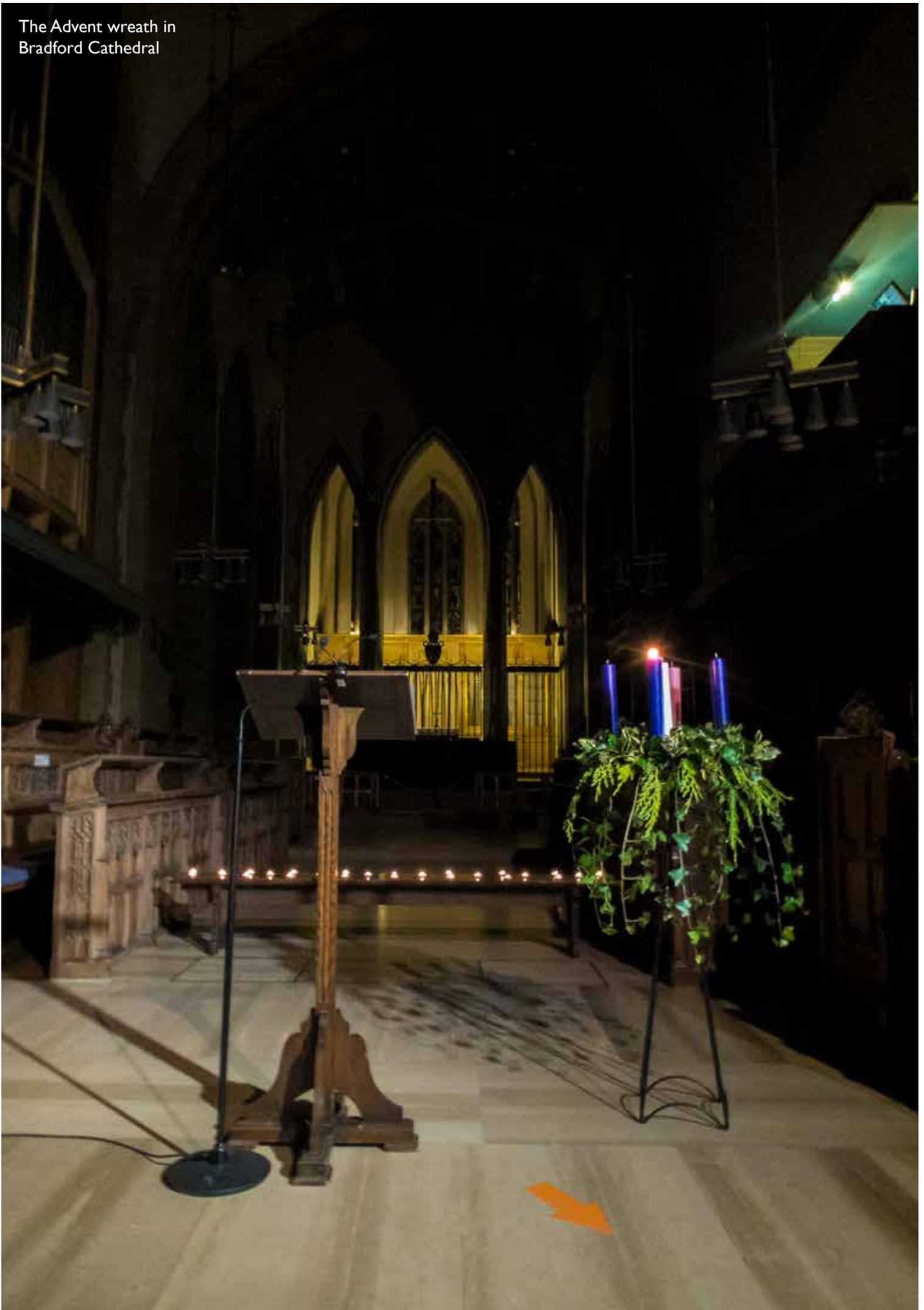
Cathedral Appeals

The 'Reimagining our Ministry' Appeal and the 'Covid-19 Appeal' were launched in 2020, the first one raising £27,700 so far and the second raising £20,000. Thank you to everyone who supported these. Additional bids are being submitted for the 'Reimagining our Ministry' project and we are hopeful that funds will be secured in the first quarter of 2021. Over two thirds of the income has been secured for the Parish Rooms project launched in 2019 and we are continuing to work hard to realise this project.

December 2020 The end of the year saw the appointment of a new Income Development Officer, Sharon Link, who will start the role in Jan 2021.

Donations	2020
Donations via website	£ 5,510
BACS bank transfer	£ 18,524
Cheque and cash	£ 4,242
Text to donate	£ 227
Donation box	£ 1,737
Standing Orders	£ 59,074
Partnership Envelopes	£ 10,846
Gift Aid Tax recovery	£ 19,618
General collections	£ 706
Total Cathedral Giving	£ 120,484

The Advent wreath in
Bradford Cathedral



Just A Minute Group

Clive Barrett Leader

We could all speak for more than a minute on our reflections of 2020. The Just a Minute Group was established three years ago to give people who attended the 10.15am Sunday Eucharist an opportunity to share with others what they were taking away from the service in terms of encouragement and/or challenge. For the first few months of 2020 the group met after all services where there was no other after service event. As with previous years, the numbers attending varied from around 5 to 10 people with some new faces as well as regular faces. The principles of the group have remained the same – respect for different perspectives and views, allowing people to say

as much or as little as possible.

Then the COVID lockdown happened and services moved to being streamed online. Though consideration was given to experimenting with Just a Minute on Zoom, it was felt that this might be quite challenging in the circumstances. The After Service Chat Zoom calls were established which have been a much needed connection for many of the congregation.

Then in the summer there was the easing of lockdown restrictions. Meeting in groups indoors was not allowed, so some of the regular Just a Minute attendees had the idea of meeting outdoors after

the service. This happened on a fortnightly basis and at central Bradford venues. Most people who attended used the opportunity to have a picnic as it was lunchtime when we met. As the limit of meeting outdoors was six people, we sometimes had two groups, all socially distanced.

Then another lockdown so no further Just a Minute Group meetings in 2020. That said, there is much to reflect on from the year like no other year. Going forward in 2021 there will be both encouragement and challenge for us all, and hopefully the continued opportunities to share these with each other.

Monday Fellowship

Maggie Myers Dir. of Education and Visitors

For many years, the Monday Fellowship group has met on the second Monday of the month at 2pm in the Parish Room, extending a warm welcome to all. Those who attend enjoy a varied programme of talks in an annual series.

As the “Year of Cathedrals, Year of Pilgrimage” began, it was fitting that the January talk was given by Dean Jerry on the theme of pilgrimage, entitled “On the Way, the Pilgrimage of Faith”. In complete contrast, February’s talk was “Is it possible to be Christian in the military?” by Martin

Cosgrove and in March there was a complete change of focus once again with a talk entitled “My life as a countryside volunteer” by Nigel Burton.

For the April talk, Diane Hadwen from the Education team had been due to talk about the interesting life of the Cathedral bell-ringer, Joe Hardcastle, but the restrictions prevented this. April’s edition of “Keeping in Touch” contained an interview with Diane on the same subject, in order to give a flavour of what she will talk about at a later date.

It has not been possible to finish the rest of what promised to be a very interesting and diverse set of talks. Instead of putting out the content of the remaining talks digitally, we have postponed the talks until a time when we can meet again, as not all of those who attend the Monday Fellowship group have online access. A talk is also very different from receiving the same content in written form and we know that our speakers enjoy speaking in front of, and interacting with, those who attend Monday Fellowship. We look forward to inviting speakers back when it is safe to do so once again.

Music and Choir

Alex Berry Director of Music

As I write on the anniversary of the first Lockdown, the beginning of 2020 seems like remembering a bygone era. Something to learn about in the pages of a GCSE history text book. Do you remember those heady days when we could sing next to someone in the choir stalls without shivering to death as a Pennine gale worthy of Wuthering Heights whips up the leaves in the middle of Stanford in B flat?

The short, pre-pandemic portion of 2020 was full of energy. With a new music department staff team firmly in place,

we started an extensive chorister recruitment drive. We ran singing workshops for 2,600 children across the district, culminating

in a wonderfully chaotic event called Cathedral Sing! We took the choristers to sing Safari Evensongs in Halifax and Aysgarth, we sang Duruflé's Messe "Cum Jubilo" for Candlemas, and sang joint services with the Bradford Roman Catholic Boys' Choir at the cathedral and at St Joseph's, Packington Street.

From mid-February, the virus started to intrude into choir activities. First, I remember making a poster to encourage the choristers to wash their hands for twenty seconds at three specific points during their choir routine. We even created a policy called How To Prepare And Serve Chorister Toast Safely During COVID-19! On 16th March 2020 we came to the

end of Evensong and cancelled all choir activities for the foreseeable future. An optimist, I thought that this would be a short-term thing: we'd be back by Easter, or May if we were unlucky. As we all know, the reality proved somewhat different.

During the initial shock, our first priority was to ensure that there was music for worship in online services. The Church of England's punctilious guidance meant that initially we were not even permitted to play the cathedral organ, so Graham Thorpe recorded backing tracks for hymns on the piano in

his Eccleshill weaver's cottage. I then crooned along to Graham's playing at home in Saltaire, creating my own recording in the process, and used a programme

called Audacity to stitch the two tracks together. It was a tedious and decidedly unmusical process, but it was our only option. As our confidence with the technology grew, we were able to include the voices of other choir members.

Once we had sorted out music for services, we turned our attention to creating an online summer term. Every week, each group of choristers had two rehearsals, music theory tuition and an individual singing lesson. We ran pub nights for the choir adults and coffee mornings for the chorister parents, and even recruited new choristers through a virtual voice trial campaign. Claire McGinn created amazing videos for the

Saturday Singers – now Grace Notes – our community choir for children. When public worship resumed in July, cantors sang for our Sunday Eucharist. It was wonderful to be back, and life-giving to be able to make live music again. In September we restarted rehearsals with the choristers and choir adults. Singing with two-metre physical distancing is not easy for the choristers, especially as we don't enjoy the vast acoustic of somewhere like York Minster. It was, nonetheless, lovely to see them again. Since July, the government guidance on singing has changed six times, and my job has been to knit together guidance from three different government departments in order to carry out our activities safely.

Despite numerous setbacks, we sang some beautiful music at the end of 2020. Fauré's Requiem on All Souls' Day was a particular highlight, along with our Christmas carol services. Another blessing has been the development of the Grace Notes, under the new leadership of Libby Harborne. For many of our children, lockdown has been hard. It is not easy to attend an online rehearsal, if you are only able to use a parent's mobile phone because you can't afford a computer. It is especially galling that during some periods of restrictions, choristers who attend independent choir schools at other cathedrals have been able to continue rehearsing and singing services when it has not been legal for us to do so.

I am grateful for my excellent colleagues in the music department and for all who sing here. Their hard work and forbearance over the past year has been inspiring.

It was wonderful to be back, and life-giving to be able to make live music again.

Installation of the star
in the tower in 2020



Prayer Ministry Team

The Revd Canon Mandy Coutts Leader

The Prayer Ministry Team has been an integral part of Cathedral for many years, but like so many ministries had to respond to the challenge of the pandemic.

The Sunday prayer team and home communions were suspended in March and remain in abeyance until all Covid19 restrictions have been lifted.

The email prayer requests have continued to pour in and my thanks to Gill Overend and Alex

McLelland who have managed the requests with sensitivity and efficiency.

In March, I was still on sabbatical. Dean Jerry and Canon Paul reacted quickly to the news of the first lockdown and introduced two new important developments. The first was the creation of the pastoral list contact team. The team has continued to contact the congregation on a regular basis throughout the pandemic. The second initiative was to provide

support for those who were isolating and unable to connect through our digital platforms. Sandra Heaton has continued to phone on a weekly basis throughout the pandemic to read the service, sermon and prayers. A huge thanks to Sandra and all those who have been part of the prayer and pastoral contact teams, it is a privilege to be part of a community who show their love for Jesus through their heart for prayer, compassion and love of neighbour.

Safeguarding

The Revd Canon Mandy Coutts Officer

Safeguarding has continued to be a core principle in all our activities at the Cathedral.

This is ensured through our

- Policies
- Training
- Risk assessments
- Governance
- Communication
- Collaboration

Chapter operates under the House of Bishops' 'Promoting a Safer Church' safeguarding policy and conduct regular reviews of safeguarding practice through the work of the Safeguarding Committee.

This year the National Safeguarding Team introduced new training modules to replace the current suite of modules. All new staff and volunteers have completed the new training requirements as part of their induction.

The Cathedral also became a pilot for the Parish Dashboard in the diocese in the autumn of 2020. This is an online tool that helps to keep track of safeguarding activities within the Cathedral in compliance with the national requirements including any updates. The dashboard also grants remote access to both Chapter and the Diocesan Safeguarding team supporting better governance.

The SCIE audit, which was scheduled in 2020, was deferred to 2021 due to the pandemic and work preparing for it continues.

The Cathedral continues to work closely with the Diocesan safeguarding team. A change in their team meant that we said farewell and a huge thank you to Jenny Price who had been our DSA for several years and welcomed Carla Darbyshire as the new Team Leader and our link person on our Safeguarding Committee.

At the end of 2020 we also said farewell to Chief of Operations, Sarah Field-Blešić. The pandemic meant that the work of risk assessments, already core to managing every activity in the Cathedral, was continually being rewritten to reflect government directives. Sarah and all the staff worked tirelessly to maintain the highest level of risk assessments and I am hugely indebted to their work, professionalism and enthusiasm. I am also deeply appreciative for the continued support and work of Ian Price as assistant safeguarding officer, especially during my sabbatical and to Simon Dennis as chair of the Safeguarding Committee.

I am grateful to all my colleagues and members of the congregation for their continued efforts to ensure that the Cathedral remains a safe place for all to flourish as disciples of Christ.

Vergers' Department

David Worsley Head Verger

Well, it couldn't have been a stranger year! But, we didn't know that when the year started. Like everybody's year, the verger department's 2020 was dominated by the coronavirus pandemic. Looking back at the diary, it was jam-packed with activities, so we were very busy facilitating worship, school visits, choir rehearsals, concerts, the weekly gathering of stitchers, a Bishop's Study Day, a weekly Lay Worship Leaders' training and myriad other things. Then, as Lent progressed, events started to get cancelled and uncertainty reigned; within two weeks we were shut completely. That was the end of March and we didn't open again until the middle of July.

I stayed working, while the rest of the team were furloughed. It was a strange time being in the cathedral day after day, week after week, the lights off, and it being completely empty and silent. Churches are built for worship, for praise, for glorifying God, and for God's people to come together in fellowship. Whether that be individually or collectively, it requires people. So, it was a beautiful moment when we opened our doors again to let people in for personal prayer. Even one or two people sitting, praying, transformed the building and brought it alive again.

From July, we opened up for 2 hours a day, 4 days a week for personal prayer, and congregational worship on Sundays. This became the steady rhythm of our weeks. What it provided us with was mental and physical space to consider



tackling jobs that had been put off for years – organising, sorting, rearranging, disposing... there has been a lot of all of it. It has been hugely valuable time and effort, and will be one of the legacies of this moment that will serve the verger team well in the coming years.

That and our now vast experience of live-streaming equipment! As the months progressed, we fought the challenges of technology – winning sometimes but by no means always. In the defeats we learnt a lot and our knowledge and experience deepened to a place that by the end of the year might conceivably be called confidence. Another rewarding learning curve.

The year ended with more uncertainty as the virus threatened to get out of control again. Advent was

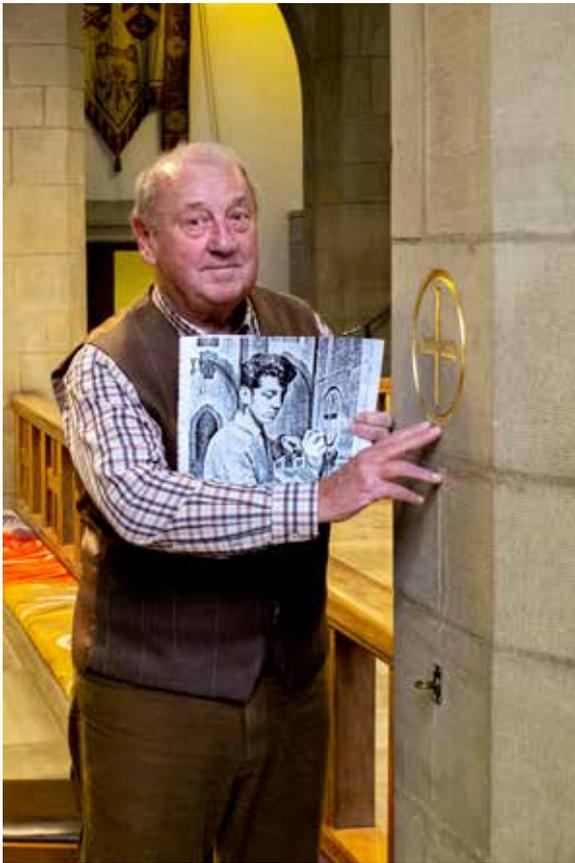
unrecognisable in terms of events and services in the building, with many of them cancelled or streamed online. But we waited, and the Lord came kicking and screaming into the world. In this year of challenge, the verger team has risen to it. We have traversed the choppy waters together and have grown as a team, supporting and caring for each other.

Suffering, in the end, always brings hope because God's love has been poured into our hearts.

In this year of challenge, the verger team has risen to it. We have traversed the choppy waters together and have grown as a team, supporting and caring for each other.

Visitors

Maggie Myers Dir. of Education and Visitors



“Year of Cathedrals, Year of Pilgrimage” programme. The candle-lit cathedral, the multi-sensory approach and the beautiful music provided by the choir, who were often out of sight, added to the special nature of this event, which was a wonderful collaboration between different departments and one we hope to repeat.

Throughout the rest of 2020, the Visitor and Communications & Marketing teams, in collaboration with other staff, continued to reveal and promote the rich heritage of

Bradford Cathedral to visitors, switching our output to online form when the pandemic struck, right up until the present time.

In the early weeks, we produced a series of 14 “Cathedral Close-Ups”, highlighting interesting features of the building, its monuments, memorials and history, such as “The Market Charter and Battle of the Steeple Memorial”, “The Squint” and “The Joseph Priestley Memorial”. Another early addition was a 360° virtual tour of the cathedral, which has proved very popular, and a “Discovering Bradford Cathedral

blog”, which gives detailed information about the key features and history of the building.

In English Tourism Week in April, we put out 8 more videos on interesting features of the cathedral, and in September, we fully embraced Heritage Open Week’s theme of “Hidden Nature” with a wide-ranging approach to the subject, encapsulated in a series of “close up” videos focussing on the cathedral’s “Hidden Nature” such as: snakes, flowers, fruit, animals and insects in its windows and on memorials; audio and video footage of the Dawn Chorus and Twilight in Cathedral Close; and detailed information about three figures with connections to nature and to the cathedral: William Morris, Louisa Pesel and William Scoresby.

Online content was also produced for significant dates such as: William Morris’s birthday in March, St. George’s Day, the 72nd birthday of the NHS on July 5th, Interfaith Week and Remembrance Day.

There was also the creation of a “Bradvent Calendar” - a series of 27 daily videos covering a range of topics related to Advent and Christmas including poetry,

In the short period of time in which we were able to receive visitors to the cathedral, from January to mid-March, there were several highlights.

In January we received a visit from Allan Stansfield, who “popped into” the cathedral for the first time in over 50 years, to see whether some painting work he did as a fifteen-year-old apprentice, working on the cathedral extensions, was still there! We were able to present him with a picture taken at the time, in which he is shown working on the consecration cross. It was wonderfully moving to chat to Allan and to show him the picture of himself as a young apprentice. On the evening of February 1st we held a special historical pilgrimage as part of the national

“Thank you. I have really enjoyed your videos about various items and places around the Cathedral.”

Member of the Cathedral community

works of art, carols, crafts, the environment and reflections. Videos included “Stir-Up Sunday”, with a contribution from the Reverend Kate Bottley and “Bishop Rowan Williams reading his poem “Advent Calendar”.

On November 23rd we were delighted to be announced as the Gold Award Winner for ‘Small Visitor Attraction of the Year’ at

the White Rose Awards 2020, at an online awards ceremony. Although this award was given primarily for work undertaken in 2019, the judges commented that: “Through a variety of creative initiatives, with even more planned in the future, and their engagement with social media, they continue to draw in the visitors.”

We feel that we have continued to build on this during the many months of largely online-working during the pandemic, and the Gold Award was a wonderful boost for all those connected with the cathedral who worked so hard in this difficult year.



“Lovely video here of the Morris & Co. stained glass at Bradford Cathedral. Do have a look at this and the other films!”

William Morris Society

“A hidden jewel waiting to be discovered.”

Visit Bradford Later

“I loved visiting Bradford Cathedral. The welcome we got was amazing and so much fantastic and fun history to be found both inside and out!”

Photographer for Explore Churches

Worship

The Revd Canon Paul Maybury Precentor



2020 will go down in history as the year when we began to live broadcast our worship. As restrictions came we suddenly found ourselves locked out of our building, dedicated to the glory of God and to worship. For many weeks we were forced to piece together services from recordings in homes. Our musicians spent many, many hours learning how to record with the limited equipment which we had and clergy used their mobile phones to record sermons and to preside at communion with no-one present in their living rooms!

Over time, and as we were permitted to broadcast from within the cathedral, we acquired some basic equipment to enable multi-camera live broadcasts. We were able to develop a much-appreciated form of worship that includes little movement, beautiful music and takes place within 50 minutes. We are aware that this has been a steep learning curve for us all. We now have a number of regular worshippers who have

never been to the cathedral. At the same time, we moved the Sunday Eucharist start time to 10.30am. We are very aware that much of the lay participation in leading worship has not been possible during the year but this will return as soon as is permitted.

As online worship became the norm in 2020 so did Online Morning and Evening Prayer. It has been wonderful to expand the daily praying community at the cathedral through technology. Likewise, 'After-Worship Chat' became the weekly opportunity to meet others, after worship, and we're very grateful to Sue Penfold for hosting this. For those unable to access anything online we've ensured that telephone calls have been made weekly and sermons and prayers shared.

Many of the Civic and Diocesan worship occasions were only possible with pre-recorded videos but the Ordination of Deacons was possible by having four consecutive services with limited

numbers attending. The annual Remembrance Day service was cancelled in the City centre and transferred to the cathedral with many watching online. Some of the regular Christmas services were cancelled but others, including the City Carols and the NHS Carols, took place in the building with limited attendees and broadcast live. Premier Christian Radio also broadcast our Lessons and Carols Service on Christmas Day to a national audience.

For much of the year, Evensong was not possible for different reasons at different times but we've been pleased to offer it, both online, and 'in-person' when it has been permissible. The same goes for mid-week services which have been suspended for the majority of the year.

In June we launched an appeal to install a professional, quality live-streaming capability. As I write in March 2021 we are looking forward to the necessary permissions being granted and the remaining funds being found to enable the installation before mid-2021.

We have now made a commitment to continue broadcasting our worship and look forward to growing our 'virtual congregation'.

We look forward to the future, grateful for the flexibility of so many people who have enabled the changes during the year and particularly for those staff and volunteers who have learnt the skills necessary to enable live broadcasting.

Reimagining our Ministry

Feedback on digital ministry to date

'I've just started a new round of chemotherapy. Even in non-Covid times that would mean avoiding contact with people as I'm extremely vulnerable to infection, but the cathedral's online worship and other events means that I'm much less cut off from people this time round. I begin to understand how isolated from church life some people with severe health conditions must have been, and long to see greater access to worship for those who cannot access the building for whatever reason.'



'I am writing to thank you and the whole team at the cathedral for all the work you have done online since the pandemic changed our lives. It has been remarkable and I know you are always striving to improve. The congregation is a scattered community and we have been unable to meet in the cathedral or in our friends' homes. As I am retired and live alone there would be some days when I would not see anyone. Technology has meant that I can join in worship and daily prayer and the bible studies. I have an extra group of friends I can see online. As well as being connected to people, I have felt more connected and focused in my prayer life, with greater appreciation of the psalms and scripture readings.'

'I really appreciate being able to join with the Sunday morning Eucharist via YouTube. The presentation of the live service is excellent and I have always felt involved. It is also very good to be able to join the Zoom chat afterwards and have specific fellowship with others.'

'I do appreciate the Sunday morning services, especially as all the words are displayed on the screen, including the readings. I find this very helpful as I am deaf'

'Thank you for the opportunity to take part in morning prayer online. I find it is a good start to my working day. It helps to provide structure and it is good to be able to meet and share with other people. I would not be able to come to the cathedral each day, so appreciate this service very much.'

'As someone who received the NHS letter back in March I barely went out of the house for the first three months. The ability to actively participate in worship even at a distance meant a lot to me. I have found the group of regular attendees very welcoming, particularly as I was an outsider and not a member of the normal cathedral worshipping community.'

'From the outset you set a demanding and innovative standard – and have continued to develop it. As someone with

a techie background I really appreciate all the technical innovation and creativity which has been shown – but it is equally obvious to me that you are constrained by the limitations of the equipment available.'

'I am no fan of TV religion – particularly Christian channels. It is just not my thing – but I do appreciate that for some it is a lifeline. So, given that background, it is amazing just how much I have valued and appreciated and enjoyed all that the cathedral has done on-line since the COVID lockdown.'

'Sitting in our lounge we have found the way Sunday Eucharist has been shared online has been both welcoming and inclusive. We have enjoyed worshipping God and sharing in communion with everyone. The clergy have made us feel very much part of the service and the techies have done an excellent job in the background in how they have presented the service including showing the service progress on the screen.'

Reimagining our Ministry

Feedback on digital ministry to date

Also, the opening welcome page is always fresh and up-to-date and sets the scene for what is to follow.'

'Had there not been the possibility of joining the on line service I would not have come to know the benefits of Evening Prayer as there is no way that I would have driven for 40 minutes to get to the cathedral (& 40 minutes back!) for a half hour service.'

'I do hope that the cathedral is able to make a successful grant application to enable Evening Prayer to continue in addition to Evensong. Whilst I value the choir singing I value the fellowship which we currently enjoy even more.'

'I have been carefully following the government guidance and therefore unable to attend public events for almost the whole of the last 7 months. I have therefore enormously valued being able to share in worship (Sunday and weekday), join online meetings and share in events. Bradford Cathedral has a really impressive offer, but I am aware of the workload involved. A more permanent and enhanced setup would greatly benefit online users and relieve much stress on staff.'

'In recent months, we have come to appreciate greatly the technological facility through which, though ten miles distant, we have been able to join the cathedral staff and others in weekday Morning Prayer. Since a Sunday service has been streamed, we have also enjoyed participating in that Service at the

time of its presentation or later. We are aware that members of the cathedral staff have worked hard in these last six months to master and use to the full the potential of the technology presently available to them, whilst having to come to terms with its limitations. There is expertise presently in place imaginatively to make effective use of the capacity of any media technology that may be installed in the future, to benefit and extend the ministry and mission of Bradford's Cathedral Church.'

'As a person who has benefited spiritually, culturally, and socially from the online provision of opportunities for participation in worship, study, and open-hearted nurturing of our faith community, I happily endorse the Dean & Chapter's vision for the expansion and refinement of the IT & audio-visual resources available to Bradford cathedral. In the midst of a most dire crisis we have chanced upon a precious blessing.'



Summary Cathedral Income & Expenditure

Simon Dennis Director of Finance

Income	2020	2019
Income		
Cathedral Giving		
Standing Orders	59,074	55,481
Partnership Envelopes	10,846	15,574
Gift Aid Tax recovery	19,098	21,296
General collections	706	5,412
Total Cathedral Giving	89,724	97,763
Donations and Grants*	115,074	54,551
Unrestricted Legacies	0	7,662
Fees	2,685	7,297
Net Receipts: Concerts, Catering, Flowers, books	1,689	31,915
Interest and Dividend	12,142	12,517
Education work	1,022	2,463
Rental from property	13,643	13,984
	235,979	228,152
Church Commissioners' Grant S23	240,586	236,158
Church Commissioners' Grant Clergy costs	157,385	132,847
TOTAL INCOME	633,950	597,157

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Expenditure	2020	2019
Mission Giving	11,240	12,415
Cathedral expenses:		
Utilities	20,375	21,509
Insurance	17,536	16,181
Architect (non-project)	7,533	7,392
Administration	51,182	53,917
Worship	2,771	5,363
Music	13,634	14,572
Education	100	837
Advertising, Publicity & Diocesan costs	4,061	6,039
Festivals and Events	2,479	22,595
Hospitality	228	2,333
Fabric	20,158	24,572
Other Property costs:		
Tax and utilities	12,158	10,526
Insurance	6,895	6,978
Telephone & alarm system	1,547	1,553
Repairs & maintenance	4,606	3,642
	176,503	210,424
Staff:		
Lay Salaries (excluding education & funded music posts)*	292,468	243,752
Expenses	748	2,464
Clergy costs	134,357	132,847
	427,573	379,063
TOTAL EXPENDITURE	604,076	589,487
Surplus/(Deficit)	29,874	7,670

*Grants and donations and lay salaries now include posts funded by the Commissioner's Sustainability Fund. This has increased both figures by £55,700 compared to 2019.

Summary Cathedral Balance Sheet

Simon Dennis Director of Finance

	2020	Note	2019
Fixed Assets	150,000	1	150,000
Investments	371,828	2	344,413
Current Assets			
Stock	2,091		2,595
Debtors	44,668		145,954
Cash and Bank	794,187		641,506
	840,946	3	790,055
Total Assets	1,362,824		1,284,468
Current Liabilities			
Creditors	6,441		32,094
Accruals	46,222		37,320
	52,662	3	69,414
Net Asset values	1,310,162		1,215,054
FUND SUMMARY			
Endowment	61,991		57,412
Restricted	904,995		825,770
Unrestricted	343,176	4	331,872
	1,310,162		1,215,054

NOTES

1 This is the historic notional value of Clergy House and Cathedral Hall

2 Investments are held in restricted and endowed funds for specific purposes

3 Surplus of current assets over liabilities represents cash flow and restricted funds

4 Unrestricted funds consist of fixed assets £150,000 and net current assets

£193,176

Movement in major restricted funds in the year

Simon Dennis Director of Finance

	Opening Balances	Grants & Donations	Expenditure	Revaluation	Closing Balances
Bramall & Music	92,608	87,737	80,170		100,175
Historic Fabric and Music Fund	308,480			21,838	330,318
Fabric Trust	137,037				137,037
"Take a Seat" Chair Appeal	7,631	4,389			12,020
"Reimagining our Ministry	0	14,686			14,686
Commissioner's Sustainability Fund	(13,960)	51,030	55,797		(18,727)
Sunday school and young people	27,434			703	28,137
Education Department	24,628		9,496		15,132
Organ Appeal	63,660	671	903		63,428
Shaw Legacy (designated)	8,281		8,281		0
Cultural Recovery fund	0	8,400	14,121		(5,721)
State Gate	3,792				3,792
Church Bank Steps	7,616				7,616
Cathedral Hall	6,702				6,702
Parish Room Refurbishment	119,253		9,704		109,549
Clergy & Lay staff costs (s 23)	(9,036)	306,135	236,671		60,428
Other funds	41,644		1,567	346	40,423
Total	825,770	473,048	416,710	22,887	904,995



The view from the
top of Bradford
Cathedral's tower



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