



Cathedral Church of Christ, Canterbury

Report and Accounts For the year ended 31 March 2024

Charity Number 1206913



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The Dean's Overview of the Year (April 2023- March 2024)

Any review of a year must start with gratitude. This is first to God whose love and mercy have continued to sustain and inspire us in our call to be faithful to Jesus Christ and his mission to proclaim and live the Kingdom of God. Secondly, gratitude to our staff and volunteers who in multiple ways give of themselves and their skills to ensure our Cathedral and its work is sustained. Thirdly, to the worshipping community who keep the heartbeat of prayer and worship central to all we do. Finally, to the many supporters, stakeholders, friends, visitors and people of good will who love this place and our community and who make it rich beyond measure in diversity, in gifts and talents and in goodwill.

2023 was another year of recovery following on from the Covid pandemic. The Cathedral managed to make a further capital repayment of the £4 million business continuity loan which Chapter had to take out in 2020 to keep the Cathedral open. Tourist and visitor numbers did improve on the previous year. Whilst tourist numbers overall visiting the UK have returned to pre-pandemic numbers, this is not so in East Kent or in other places beyond the main north/south central axis in England. We remain approximately £1 million down in visitor income. In Kent, we have also been badly impacted by reduced international language school visitors following Brexit and the subsequent new passport requirements. This results in a precarious underlying financial situation without the means to invest in the infra-structure of IT, management, processing and control systems that are needed to face the future with confidence.

The post-Covid impact also extends to community life and recreational activities. Our regular worshipping numbers are smaller than before the pandemic. Our regular congregations are mostly older although some renewed attention to provision for children has seen some younger people and their families worshipping with us. Fewer people seem to plan or book ahead and are more reluctant to come out to concerts or courses. So, we see a reduction in attendance at events which previously may have had guaranteed audiences. Rebuilding of the worshipping community is needed as well as connecting with many who access us online.

We have recognised the need to build new activities and sources of revenue. Wendy Dalrymple, our new Precentor with responsibility for both worship and events alongside Georgina Grubb, our new Head of Visitor Experience are beginning to plan more activities run by the Cathedral itself. This means we are not just providing hosting for external hirers of our spaces for whom we receive a fee. The light show Lux Muralis returned as part of the Canterbury Festival, and we ran our first Silent Discos. We were the 23rd cathedral to do so but our events attracted great media interest.

The naves of cathedrals have often been used for a multiplicity of purposes both sacred and secular.

It became clear through public media engagement that very small numbers of the general public understand the precarious predicament faced by all our cathedrals without state funding or church funding beyond provision of the stipends of a Dean and two Canons (£120k in total including pension provision). People seem to expect that churches are free, but they have always cost money. Financial forward planning shows that the next years will be challenging for us with the need for tight controls on spending and increased efforts on income generation.

In February 2024, after a year of hard work, we became a registered charity now jointly regulated by the Charity Commission and by the Church Commissioners. This brought into force the new 2021 Cathedral Measure. This made Chapter into a trustee body and allowed for the creation of various committees. As Dean I am accountable to Chapter and we have a Senior Non- Executive Member appointed by the Archbishop. The Residentiary Canons are now accountable to the Dean for their work. This enables focus to our work but also accountability. As Chapter we said farewell and offered deep thanks to Janice Reid and Caroline Spencer who had served on Chapter for many years. Using non-executive recruitment agents, we appointed three new trustees covering financial, arts and culture administration, fundraising, not for profit and commercial leadership with one vacancy remaining, for which we are actively trying to recruit.

We established a Senior Leadership Team (SLT) chaired by Kathryn Beldon, whose appointment was made permanent during the year as our Receiver General (Chief Operating Officer). This body has delegated executive authority from Chapter for much of the operations of the Cathedral. This means that Chapter concentrate on leadership, strategy and compliance. SLT meets weekly whilst Chapter now meets about ten times a year. New Nominations, Audit and Risk and Finance, committees were created with external searches undertaken for appropriately qualified individuals. A new Health and Safety Committee was also set up. A new Community Roll was also established which will provide a helpful database to support the life and work of the community. A new College of Canons was established with equal honorary appointments of both ordained and lay leaders. New members of the College were installed during the course of the year.

Chapter are required to appoint an architect (Surveyor to the Fabric) and so the appointment of Jonathan Deeming from Purcells was renewed. Jonathan undertook a new Quinquennial inspection of the fabric which will be finalised in 2024. We are also required to appoint an archaeologist and were pleased to appoint Ross Cook who also serves as archaeologist to St David's Cathedral. Joel Hopkinson was appointed as our new Head of Fabric and is patiently growing to understand works in progress and works required, with the first stages of prioritisation being identified. Work continued on the West Front with decisions taken to finish the existing stage of repairs and restoration.

Chapter re-established its role as leading the decisions about fabric with advice or permissions being sought from our Fabric Advisory Committee and the Cathedral Fabric Commission for England. Our Canon Treasurer focuses on this work and hopes that further master planning and analysis of our wider property portfolio will follow as part of our strategic planning.

On arrival at the Cathedral in December 2022, I was very struck by the significant talents in our teams, but I also saw that many of our spheres of activity were not very well connected and so there was a silo culture. We have sought to address this by meeting regularly for a staff briefing,

having regular workshops for managers and improving communication with staff and volunteers. This has included a digest of Chapter decisions, congregational, volunteers and staff forums. There is much still to do but feedback suggests it is better. I, with the Receiver General, seek to visit departments and listen carefully to what staff and volunteers are saying.

Work has been ongoing in trying to establish greater clarity about our brand, vision, values and strategy leading to specific development plans. There is a need to pull everything together into greater cohesion so that we can focus our energies on what we discern God's call to be in this time. This work has included a range of stakeholder engagement. It has been particularly striking and salutary to discover that the city and diocese have at times felt the Cathedral to be a bit distant or exclusive with our walls, gates and co-existence with the King's School suggesting to some that we are elitist. We are learning that addressing these perceptions will be key to our long-term flourishing. Much of this work is foundational to establishing a case for support for fundraising and in helping potential partners and donors to know who we are and what we do.

One response to this listening has been to experiment with a period of six weeks when the Precincts were open through the day for everyone, whilst payment was required to enter the Cathedral itself. Further analysis and experiment with this will be necessary. It seems that many welcomed the move with much praise from the wider community and from staff and volunteers. However, it also seems that fewer people bought admission tickets whilst there were also slightly increased sales in our shop (having had for the first time over £1million annual turnover). We will keep under review whether this becomes possible in the longer term given the financial risks potentially created.

We have also come to realise that as we have tried to improve management and our internal processes, much of our support infrastructure is less than ideal. This includes our IT provision, our software packages for processing finances or for providing information so that data can be tracked and used or other tools which can assist with Human Resources or wider compliance. As well as future mission and projects, we will also need to plan to renew many of these aspects in the coming years to increase efficiencies and to allow us to lead and manage a modern-day charity with transparency and ease.

The Cathedral has continued to support the diocese through the provision of the stipend and housing of the Archdeacon of Canterbury who gives 20% of time also to the Cathedral. Our Canon Librarian has given 50% of his time to the support and training of curates in our diocese. Our Canon Missioner has partnered with the Diocesan Social Justice Network. I serve on the Episcopal Staff Team, and we continue to make the Cathedral available for diocesan services and occasional meetings such as Diocesan Synod. I, with our clergy, seek to be out in a parish about once a month supporting ministry on the ground. Our Schools Team which is hugely successful in every measure works in partnership with the diocese for our annual schools' days in the autumn. Additionally, we established a quiet morning for clergy and licensed ministers and will endeavour to offer this each Lent and Advent. Invitations have been issued to deaneries to come to Evensong and to enjoy some simple hospitality. The diocese has identified three bold outcomes in their strategy focussing on children and young people as disciples, new Christian communities and the revitalisation of existing communities. We seek to play our part too in these visions.

As the Seat of the Archbishop, we continue to try to do our utmost to support him and his ministry. This includes hosting consecrations of new bishops. Senior leaders from across the Anglican Communion regularly visit alongside seminarians and Anglicans from across the world who relate

to us as the 'mother church'. We have restarted our courses for seminarians/newly ordained and newly consecrated bishops from across the communion. This is increasingly important work (run by our Canon Librarian) in a fractured communion, but it is also increasingly expensive. We have found that it is harder and harder for delegates from poorer countries to be given visa access to attend. In the autumn we were very pleased to host a delegation of international Anglican and Roman Catholic Bishops including having the Cardinal of Hong Kong as our preacher. Relatedly we welcomed a group of British Anglicans and Roman Catholics led by the Bishop of Worcester and the Archbishop of Birmingham, strengthening our identity as a place of pilgrimage and unity. Every Thursday we pray for our friends at the Abbey of Bec and in 2023 we welcomed Brother Raphael and received from him two new beautiful icons as a gift.

Prior to the appointment of our current Director of Music, a review of music was undertaken. Chapter had been debating for several years some of the recommendations made around the way we make choir provision for both boys and girls. In 2023 we decided to give notice on our existing contract with St Edmunds School opening up the appointment of boy choristers to children who attend any school. This allowed us to equalise the contribution made by boys and girls and has resulted in investing in music outreach as part of our mission to the local community and in providing a recruitment pipeline for the choir.

Sustained attention has remained on Safeguarding. We continued to enact a Service Level Agreement with the diocese to provide Safeguarding Advisers. Critique and accountability have been provided by the Diocesan Safeguarding Oversight Group. Attention has focussed particularly on ensuring that all our volunteers are safely recruited which had not been happening previously and was a serious omission. This has been rectified with support and training now offered as required by our policies. We have begun planning for our next external inspection which will take place in 2026 and will focus on embedding safeguarding much more in our culture. We are paying more attention to welfare matters raised which do not meet safeguarding thresholds, but which require support or intervention.

The Church of England has made the commitment to become Carbon Zero by the year 2030. This is very aspirational and for a building and community like ours will be very financially and technologically challenging. We have made a start with some initial investigations of our current carbon footprint. We have reduced our heating by several degrees, saving money and reducing carbon usage. We have been encouraging people to close doors to keep the heat inside. We have focussed on sustainability in worship. We have removed pesticides and unnecessary watering in our gardens encouraging biodiversity. We have ensured as far as is possible that none of our investments include petroleum-chemicals. We have recently been awarded the A Rocha Silver Eco Church Award and will now work towards gold.

All cathedrals undergo a peer review process provided through the Association of English Cathedrals. Ours took place in the autumn of 2023 and it provided an opportunity for Chapter to consider our strengths and weaknesses. The Report recognised our self-assessment and noted the need for us to identify and focus more on our mission to make a difference through a commitment to social justice. It also highlighted the difficulty of the current state of the Deanery, encouraging Chapter to try and resolve further the housing for the Dean and to identify a longer-term vision for that building.

We undertook a fundraising review using an external consultant. Chapter welcomed this report's recommendation to take fundraising back in house and to establish a new team. The Cathedral

Trust will step back from active fundraising but remain as a grant giving entity. The report also recognised the need for renewed attention on donor stewardship and the need for a seamless transparent journey for everyone who contributes their gifts. Chapter have noted that the Friends are planning to become a Charitable Incorporated Organisation which will help clarify the boundaries and the opportunities for partnership as separate but related bodies.

Finally, all this activity sits within a wider social context of recent high inflation and, partial recession, and national and global uncertainty. The ongoing war in Ukraine and the conflicts in the Holy Land have created anxiety for many with a deep sense of helplessness. Our society exhibits many signs of fracture which are often mirrored in the church. So, leadership rooted in a sense of God's goodness and provision is vital if we are not simply to succumb to our despairs. Instead, we are able to continue to bear witness to hope rooted in a life of Christian prayer and discipleship, inspired by worship and the beauty of Canterbury Cathedral. Such leadership of a spiritual kind is needed alongside the wisdom of careful planning and stewardship of resources. As a result of actions taken in the last year, we are more able to address the opportunities and challenges whilst in no way wishing to underestimate the work and imagination needed to restore the Cathedral to a more stable and sustainable position.



David Monteith

The Very Revd Dr David Monteith, Chair of Chapter

26 July 2024

Chapter's report for the year (April 2023 to March 2024)

Chapter submit their annual report and the audited financial statements of Canterbury Cathedral (the Cathedral) for the year ended 31 March 2024. The trustees confirm that the annual report and financial statements of the Cathedral comply with applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The accounts of Cathedral Enterprises Limited have been consolidated with those of the Cathedral.

Our Mission and Objectives

Whilst we work on our brand, vision and values and set our new strategic direction, the Cathedral's mission continues to be:

"To show people Jesus"

This comes from the account in St John's Gospel (John 12:20-21) which explains that "Among those who went to the temple to worship were people who came saying, "We wish to see Jesus." The mission statement is deliberately open to wide interpretation as befits this Metropolitan Church and it seeks to give purpose to the community, staff and volunteers in their daily relationships with each other and the many people who make their journey here. The unbroken continuity of offering worship to God on this site for over 1,400 years resonates with the understanding that the present incumbents are maintaining the long tradition of stewardship of a significant site in England's Christian history.

To achieve this Chapter has continued to work within the following strategic objectives:

- ✓ To maintain and develop the tradition of Christian Worship at Canterbury Cathedral as Mother Church of the World-wide Anglican Communion and the seat of the Archbishop of Canterbury.
- ✓ To maintain and develop the ministry of welcome to all visitors to the Cathedral and more widely in outreach to the local, national and international community.
- ✓ To conserve and develop the fabric of Canterbury Cathedral, its ancillary buildings, monuments and precincts as part of a UNESCO World Heritage site.
- ✓ To be a centre of excellence for education and learning.
- ✓ To manage the Cathedral, its assets and activities with financial and operational efficiency.
- The principal objectives of Chapter are to make the Cathedral accessible to all people for worship, education, as a centre for heritage and as a centre of culture.
- The Cathedral is primarily a working church and there is a regular pattern of daily worship to which all are welcome. The Cathedral is also part of a UNESCO World Heritage Site and attracts

a large number of tourists. Charges to visiting tourists are maintained at a competitive but affordable level. Local people are eligible for a 'Cathedral Pass' giving them free access to the Cathedral and Precincts.

- Education and learning are high priorities as reflected in the aims and objectives set out in this report. Schools from all over the UK and Europe make use of facilities available from the Schools Department. In addition, adult education is promoted through courses and symposia and opportunities for individual study in the Library and Archives. The Cathedral is frequently the venue for concerts and recitals which also attract a wide audience.
- Chapter takes due regard of the Charity Commission's guidance on public benefit in determining its mission, setting its strategic objectives and planning the activities undertaken. There is a strong emphasis on public benefit across all the activities of the Cathedral.
- The Cathedral continues to engage positively with the local and wider communities, and we continue to work to make the Cathedral and Collections more accessible to the public and provide better resources and interpretation for all visitors.

Review of the year (April 2023 to March 2024)

Ministry

Cathedral Worship

The Cathedral is first and foremost a working church: a place of worship, prayer and pilgrimage. The regular pattern of daily worship is at the heart of Cathedral life. Each day starts with Morning Prayer and ends with Evening Prayer. The Eucharist is also offered daily. Visitors are warmly invited to attend wherever possible either as participants or observers and we welcome people from all over the world to these services. In the past year we have also conducted six weddings, three blessings, six baptisms, ten funerals and eight internments.

The worshipping year is shaped by the key church festivals and at these times we welcome significant numbers of visitors coming to worship at the historic mother church of the Anglican Communion.

From Advent Sunday 2023 through to Christmas we hosted 25 external carol services and concerts for various schools, local institutions, the local regiment, and charities, welcoming approximately 30,000 people to the Cathedral during that period in addition to the 155 daily services for the month. We trialled a new Carol service this year, 'A Festival of Carols' to complement our more traditional carol services. This included a nativity tableau made up from children from the Cathedral Community and was attended by just over 900 people. The reimagined St Nicholas service was led by 200 children from local primary schools as a result of outreach by our newly appointed Singing Partnerships Lead.

On 23 and 24 December we hosted the Family Crib Service, the two Cathedral Carol Services, and, for the first time this century, we had Midnight Mass on Christmas Eve. Between those four services (and in the space of less than 36 hours) we welcomed around 5,000 guests to seasonal worship at the Cathedral, as well as countless thousands of others at home and around the world on live stream. The Advent and Christmas Carol Services in 2023 had over 115,000 views on the Cathedral YouTube channel.

On Easter Sunday 2024, we hosted three different live broadcasts for the BBC, with the 8 am Eucharist broadcast live on Radio 4, the main Easter Eucharist broadcast on BBC 1, and then the team from Radio 3 came to broadcast our Choral Evensong. The full choir of boys, girls and Lay Clerks sang at all three services. In terms of our online presence the Cathedral was leading the church nationally in having over 21,000 views of our Easter Morning service alone.

Other main Cathedral Events held in the year

Alongside leading Cathedral services other key activities of the Music department during the year included:

- Girl Choristers recording an album of previously unrecorded music in partnership with other professional musicians to national acclaim.
- An Organ Festival including an open evening giving local organists the opportunity to try out the instrument.
- The boy and girl choristers taking part in a recording for BBC Songs of Praise.
- The appointment of our new Signing Partnership Lead, Helen Brookes, to assist with implementation of the strategy for community engagement through music.
- Our Assistant Director of Music, Jamie Rogers, and our four Choral Scholars assisting The Friends of Canterbury Cathedral by holding free Friendly Singing for Wellbeing sessions each month.
- Providing Informal Organ Recitals, with the Cathedral's own organists playing a recital each, plus recitals from three other outstanding musicians from outside the Cathedral.
- Auditioning for prospective boy choristers with ten new boy choristers appointed.
- The girl choristers and Lay Clerks taking part in Handel's Messiah by Candlelight in the Cathedral Quire, with the concert being sold out in advance.
- On Sunday 28 January 2024, at Evensong, celebrating the 10th anniversary of girl choristers in the Cathedral Choir, with the world premiere of a new anthem by distinguished composer Gabriel Jackson.
- Hosting the second Genesis Sixteen course of the academic year at Canterbury Cathedral.
- Hosting four more Informal Organ Recitals in the Spring of 2024.

Throughout the year we seek to hold events which engage with a range of audiences, opening up the Cathedral for people to enjoy, and raising revenue. In May 2023 we hosted a weekend of events marking the Coronation of King Charles III. These included the Friendly Coronation Prom featuring the Central Band of the Royal British Legion; an opportunity to watch the Coronation livestreamed into the Nave; a community Coronation Picnic; and an "In conversation with The Archbishop" where he gave his personal recollections of the service the day before. The entire weekend was enjoyed by around 3,000 guests.

In September 2023 we welcomed back Lux Muralis with their light show "Renaissance" which performed to just over 110,000 guests over five nights. In November 2023, as part of the season of Remembrance, we hosted a special 40th anniversary dramatic reading of "War Horse" by Sir Michael Morpurgo himself. In February 2024 we hosted two Silent Disco evenings. With two sessions each night, we welcomed 3,000 guests to a unique experience in the Nave, complete with glowsticks, headphones, and an onsite bar, operated by the Cathedral Lodge.

We hosted 23 graduation ceremonies for the three local universities, welcoming 6,800 students and 20,700 friends and family throughout the year.

Visitors to the Cathedral

The Cathedral welcomed 407,518 sightseeing visitors between 1st April 2023 and 31st March 2024, of which 310,662 were paying. Travel Trade, Group Booking and School visits all increased significantly on the previous year, and the demographic of visitors shifted from mainly UK based to more international visitors.

Tourism visitors are charged an entrance fee to enter the Cathedral Precincts. The charges are reviewed annually and are at a level which is deemed reasonable compared to other cathedrals and regional attractions. In October 2023 the ticket price was increased to £17.00 per adult (for an annual ticket) with children free of charge throughout the year. The Cathedral is currently undertaking a strategic pricing review with an external consultant.

International travel trade and groups bookings have been the slowest areas of visitor income to recover since the pandemic, but 2023 saw significant growth return to these markets and we are confident that travel clients, both old and new, are returning, with forward bookings for 2024/25 strong.

Between 29th January and 10th March the Cathedral changed its operating model for visitors, moving the paywall to the Cathedral Church and offering entry to the grounds and precincts for free. During this trial the Cathedral welcomed 49,382 visitors into the precincts and this was universally well received. There was a small dip in admissions income during this period, and a second trial is planned during peak hours to see how this might be affected during busier times.

The Cathedral Pass, launched in November 2022 to replace the outdated Precinct Pass, now has 7,222 members. Membership for the Cathedral Pass is open to applications from: local residents; those who work within the City Walls of Canterbury; members of a church within the Canterbury Diocese; family members of Cathedral staff; and members of the Cathedral Congregation. There is a £6.00 charge to cover the administration of the pass which lasts for five years.

The Visits department is supported by around 300 volunteers who do a huge amount to welcome visitors and answer any questions from them and to act as guides within the Cathedral.

The retail offer, Cathedral Enterprises Limited, continues to grow and deliver a significant contribution to the Cathedral. Our two on site shops and commercial website, generated £259,290 net profit for the Cathedral between 1 April 2023 and 31 March 2024.

Cathedral and Precincts upkeep

Throughout the year, the regular cyclical maintenance of essential services has been improved, and where noticeable gaps have been observed (such as regular inspection/maintenance of water goods), efforts have been made to address and improve them. The main capital project for the year focussed on the South Aisle flying buttresses and predominantly, the West Front of the Cathedral. The project is progressing well and it is anticipated that the greater proportion of the access scaffolding will be removed, with the conservation works being revealed at the end of 2024. The Western Towers will be wholly free of high-level scaffolding for the first time since 2017.

Elsewhere around the Cathedral building, smaller works have been successfully completed, including South East Transept – Storm Damage repairs to upper window and frame repairs to middle window, completed repairs to Water Tower buttresses, Edward the Confessor Chapel roof, North East Transept roof lead repair, and removal of degraded William Williams memorial plaque. There are ongoing works to: Wolfson library roof and secondary glazing, relocation of the Blomfield

clock which was formerly in the North East Transept, and reinstatement of the storm damaged South West Transept Pinnacle.

The stained-glass studio has carried out work to repair storm damage to St Anselm's Chapel West Window, reinstatement of the Quire Clerestory windows, and continued work to the Miracle Windows. Ongoing electrical testing is methodically being undertaken to assess all wiring in the Cathedral and this is informing a proposed programme of remediation to electrical systems throughout. A new distribution board has been installed to service the Archive, which is the area of greatest concern, the new board provides assurance by virtue of design, incorporating safety measures reacting to faults detected. The programme of electrical design is being phased to be achievable within budgets and is to be executed in a manner that will provide longevity.

The Angel Frieze carvings for Our Lady Martyrdom (Dean's Chapel) are now complete and due to be installed in 2024. A comprehensive review, of floodlighting around the Cathedral leading to total replacement of tungsten bulbs with LED substitutes is nearing completion.

Projects underway in the greater estate and Precincts include repairs to the wicket gate of the Christ Church Gate and emergency repairs to Bastion 11 (City Walls). Comprehensive surveys of all City Walls under the purview of the Cathedral, have been completed, including the section of Monastic ruins comprising the Dormitory. The surveys will inform sequenced programmes of repair to be undertaken as expedient (financially and by urgency). A survey of the Cloister Garth subterranean drainage has taken place and Archive roof flashings have been reinstated.

Gardens and Biodiversity

The Cathedral gardens continue to focus on gardening for wildlife by careful planting and adjusting pruning and maintenance programmes, and by the creation of new habitats around the precincts. We have increased the planting in the Campanile and the Memorial Garden, selecting plants that have good value for wildlife as well as a long season of flowering. The plants have been raised on site, mainly through seeds, cuttings and divisions from plants already growing in the gardens. The head gardener has produced a talk which he gives to local horticultural groups to try and raise awareness of the gardens. At these talks, a selected range of Cathedral grown plants are available for sale.

Soil management and waste management have also been a focus, with as much garden waste as possible being composted and used either as mulch or as a growing medium. Better management of our soil leads to healthier plants and reduces the need for chemical fertilisers or pest control, and reduces water loss from the soil, meaning we use less water keeping plants healthy. It also plays a big role in keeping weeds down, saving hours of weeding time. Our increased compost production has led to a reduction in the amount of compost we have needed to buy in, saving money and reducing our carbon footprint. We have been sourcing woodchip mulch from local tree surgeons - a free resource that is produced locally and which provides a long lasting mulch that has huge benefits for soil health and time management. All these initiatives played a role in our Silver Eco Church award.

The dry garden is now well established and has become a popular area with both staff and visitors. We will continue to add appropriate plants to ensure the continued development of the garden.

Stained Glass Studio

The studio has been exceptionally busy during the year, with work to repair storm damage and Supporting work by the Cathedral masons. Several external projects ran in parallel, listed below:

Cathedral projects:

- Becket Miracle Window -installation of new sub-frame and reinstallation of the medieval stained glass in its new order based upon the research carried out since 2021. This is the first instance of re-ordering to this window since 1856, and the first re-ordering to any window in the Cathedral since WWII.
- Choir clerestory glazing – conservation of the stained glass and start of reinstallation of seven windows.
- St Anselm’s chapel – repair of storm damage to the west-facing window.
- South-east transept – repair of storm damage to two west-facing windows.
- Western Towers and north nave aisle – removal of ten stained glass panels from the south-west and north-west towers to enable stone repairs and provide protective glazing to small medieval heraldic shields. Several small repairs to north nave aisle windows.
- Cloisters – localised repairs and cleaning.

External work:

- Downe St Mary – design and manufacture of a new stained-glass window on the subject of ‘Service’ by David Griffiths.
- Harrow School – producing a set of seven large new windows for the Speech Room. The team spent 57 person weeks on site to install the new set of windows, move two others, and clean five more. This was a rolling programme requiring between three and five persons on site each week while the rest of the team continued manufacturing the glazing.
- Chislet St Mary – alteration of a 1990s stained glass window to update the dedication.
- London Brewers’ Hall – design and manufacture of a heraldic panel by Leonie Seliger for Jonathan Neame as the Master’s gift to the Worshipful Company of Brewers.
- Long Melford Holy Trinity – installation of the fourth window and production of conservation records.

Studio tours:

We welcomed 22 individual groups (19 of them fee-paying), most consisting of 15 persons equating to over 300 individuals, to the workshop. This is fewer than usual (normally we have over 30 tours), due to several cancellations by an American tour operator. All members of staff take part in guiding the tours through the studio and talking to our visitors.

Talks and presentations:

Studio staff delivered several talks during the year:

- Institute of Conservation, annual conference of the stained-glass group in Manchester:
- British Archaeological Association – Trinity Chapel Study Day
- Thomas Johnson Study Day
- St Stephen’s Church, Canterbury
- Selmeston Parish Church

Stone Masons

The Masonry Team has continued to work on the West Front Project and has also been completing works to the Edward the Confessor Chapel to stop water ingress and assist with reactive maintenance of the Cathedral and associated buildings.

We have stone sawn six sides for commercial customers and have welcomed many tours to the workshop and scaffolding area.

We are actively seeking larger commercial contracts.

Estates department

The Cathedral Estate has increased rents following annual rent reviews for commercial and residential tenants as properties become vacant. Occupancy is 100% for all the commercial and residential premises on Burgate, Sun Street, Palace Street and the Precincts with a waiting list for some areas allowing property to change hands before coming onto the market. Several homes within the precincts have recently been let, in most cases almost immediately when coming onto the market for greater returns than previously.

The Estates department has continued a good working relationship with residential and commercial tenants and works closely with the maintenance team to ensure tenants receive a good service and swift response following any property maintenance issues. The continued planned maintenance is ongoing throughout the estate with work being undertaken to further improve communal areas following updated fire risk assessments and changes to fire safety regulations in 2023.

Education and outreach

UK Schools

Visitor numbers from UK schools have largely returned to pre-pandemic numbers across the year. The continuing high cost of coach hire remains a barrier to some schools visiting.

Annual events such as the Diocesan Schools Days have been well received and well attended with 898 students attending across three days in November 2023.

Overseas Schools

This year has seen an increase in visitor numbers from Overseas Schools from 2022/23 however bookings are still significantly below 2019 levels. Last year, we saw around 54% of pre-pandemic overseas school visitors.

Following successful lobbying from affected groups, school parties from France no longer need to have individual passports when visiting the UK on a school trip.

As of 28th December 2023, school children up to age 18 who live and study in France can enter the UK using their national identity card instead of a passport. These students must be citizens of an EU country, Norway, Iceland, Liechtenstein or Switzerland. Children who live and study in France but are citizens of other countries will still have to use their passport to go on school trips to the UK, but they will not require a visa, even if they would usually need one.

It is expected that this arrangement will be extended to students on organised school trips visiting from other EU countries.

These new arrangements have resulted in an increase in bookings from French schools and we hope that this upward trend will continue. It is worth noting that we are still experiencing the trend of groups booking their visit much closer to the date of travel.

Archives and Library

We were deeply saddened to hear of the death on 22 October 2023 of Dr Margaret Sparks, aged 93. Margaret Sparks was the (voluntary) Honorary Cathedral Historian, retiring from this role in 2016. Throughout her decades living in Canterbury, she worked on the history of the Cathedral and city.

The most notable addition to the collection was a painting in oil on canvas of the quire, by the Canterbury artist Thomas Johnson and dated 1657. This was allocated to the Cathedral through the Acceptance in Lieu scheme and is a work of significant importance. It is the earliest depiction of the quire, providing rich evidence for lost wall-paintings and stained glass, and depicting the destruction of imagery ('iconoclasm') which took place during the Civil War. We also acquired a 'Heritage Edition' of the *St John's Bible*, a gift from St John's Abbey and University in Minnesota through a private donor. The *St John's Bible* is a handwritten illuminated Bible in large format, in seven volumes.

The annual rotation of items in the display area in the crypt was carried out in January. Also in January, items from the St Augustine's College collection held in the Archives and Library were lent to an exhibition at the Scott Polar Institute in Cambridge. Over the year, the team has packed up and relocated the series of portraits of Deans held in the Deanery, completing condition assessments. Images of these, as well as images of other paintings in our collection, are accessible for free online via the ArtUK website. Since commencing in June 2023, the Collections Officer, a post supported by the Cathedrals Sustainability Fund, has worked on interpretation across the site and on an 'object of the month' social media campaign.

Over the year to end March 2024, there were 710 research visits to the reading room. There were 130 group visits, attended by some 2,030 people. Notable events included the study day held in March relating to the Thomas Johnson painting. The team helps to organise the annual Canterbury Medieval Pageant and Family Trail, which took place on 1 July 2023. Overall, there were 12,286 visits to the 18 family trail stops, and about 825 visitors to the Cathedral's activity in the Community Studio. This continues to be a key event for bringing together the various heritage organisation of the city, including the city centre's Anglican and Roman Catholic churches.

Training and Conferences

Following the successful post-Covid resumption in February 2023 of our resourcing programmes for leaders within the Anglican Communion, two further conferences were held this year. The first post-Lambeth course for New Bishops took place from 30 October to 11 November 2023. Twenty-seven recently appointed bishops from seventeen countries participated. A busy timetable of worship, Bible study, facilitated sessions, two trips out (including a full day in London at the Anglican Communion Office and Lambeth Palace) and informal conversation and engagement was arranged. After the Lambeth Conference, a 'Bishop for Episcopal Ministry in the Anglican Communion', Jo Bailey Wells, was appointed, and she and her PA collaborated with us in the

planning and execution of the programme – Bishop Jo led the Bible study sessions. As ever, the purpose of the programme was not primarily to teach these men and women ‘how to be bishops’, but to develop and enrich their continuing ministry in terms of the Anglican Communion, theology, culture, and Church practice.

From 31 January to 12 February 2024, seminarians and recently ordained deacons and priests came in similar numbers and from an equally wide range of places (including for example the Virgin Islands, Guyana, South Korea, Singapore and Namibia). The organisation of their programme had similar features. Professors Kathy Grieb and Michael Battle once more came as ‘Faculty’ from North America to lead biblical and other sessions. Matters such as Ways of Prayer, Global Anglicanism and the Clash of Cultures, Sustaining the Life of the Earth, Patterns of Mission and Evangelism, Canterbury and Anglicanism, Anglicans and Other Christians, were given attention in the sessions, some of which were also led by visiting scholars. A local pilgrimage to St Augustine’s Cross and to the Community of Sisters at West Malling was made, as well as a day in London, where they spent time with the Archbishop of Canterbury, at Lambeth.

The administrative and logistical work required to enable these courses to take place is considerable and has been greatly enhanced by the Executive Support Team put in place during this year. We continue to be grateful to those who help with funding for them, notably the St. Augustine’s Foundation and the Friends of Canterbury Cathedral in the United States.

In addition to these longer and international gatherings, smaller learning events of many kinds took place throughout the year, some organised and run by the Cathedral, others put on in collaboration with outside institutions, and others still for which we provide a venue. These offer opportunities for regular worshippers, friends, pilgrims, visitors and others to reflect upon faith, history, culture and contemporary life.

Public Learning, Participation and Engagement

Refugee Engagement

The Refugee Project Board, which is a collaboration between the Social Justice Network of the Diocese, Kent Refugee Action Network (KRAN), the Clewer Initiative and the Cathedral, continue to work closely together to raise the profile of the works done by the projects in relation to the plight of refugees. For Refugee Week 2023 we held a series of talks across faith communities, school workshops and kite exhibition called *Hear my Voice* on the theme of a Community of Compassion. Talks included hearing the voice of refugees, understanding modern slavery and community sponsorship. Groups of children from local secondary schools worked with KRAN ambassadors to create kites which were then displayed as part of our exhibition. On one of the days, a marketplace of tools and resources was held, and the Mason family performed a song written for the occasion.

In Refugee Week 2024 the group have planned an exhibition in the Chapter House which marks the journey to finding a new home for refugees having fled from their native land and home through war, famine, oppression, climate change and violence. We will journey with them from an initial charity tent to the creation of a new home and the unique gifts and talents which they bring to recreate a sense of home in a strange land. We will also ponder their reception and the atmosphere of unwelcome which often accompanies those who are the strangers in our midst. We will also ponder the words of Christ:

'I was a stranger and you welcomed me' Matthew 25: 35

....and what these words might mean for us as a community, a diocese, a Cathedral and as individuals.

Since the refugee concert of 2022 which raised £9,000 for the work of outreach at the Cathedral, refugee projects have drawn upon this sum to fund further projects.

Community Studio

The Community Studio has begun to deliver its intended use as a resource for the Cathedral and community in the first full year without pandemic related restrictions. It was occupied for a total of 188 days of the financial year. Of this occupation, 25% of the use was by community partners, 15% of the use was for engagement activities with worshippers or Cathedral visitors, and 60% for Cathedral internal use.

Open Days

In 2023 for Heritage Open Days the Cathedral delivered:

- Precincts Tour x three (45 participants)
- Herb Garden Tour x two (31 participants)
- Queen Bertha's Walking Tour x one (St Martin's Church to Canterbury Cathedral via St Augustine's Abbey) (18 participants)

Every event we ran was fully booked. By participating in the event we benefited from national press coverage, inclusion in the Heritage Open Days website and in a printed leaflet for the area which went out to local businesses, venues, and tourist information centres.

In surveys conducted, headlines were that 17% of the respondents had not visited Canterbury Cathedral before, 83% of the respondents would have considered their tours good value for money if they had paid for them and, while two thirds of the participants were from Canterbury, we also drew in attendees from a much wider area.

Volunteers

We are enormously grateful for the work of our volunteers who give their time and energy to support the Cathedral and their contribution to the Cathedral's life is invaluable.

The work of the Cathedral is assisted by over 500 volunteers who assist with our Ministry of Welcome as Guides, Welcomers, Assistants, Treasury Custodians and Chaplains, in addition to those who are involved as Stewards, Servers, Bellringers, Flower Arrangers, 'Holy Dusters', 'Holy Stitchers', Gardeners, Library assistants and many, many more.

In light of work undertaken by the safeguarding team it became clear that the volunteers, while working across many different teams, needed to be understood as a single group with a standardised set of recruitment procedures, a code of conduct, volunteer handbook and cross department communication. In order to celebrate and support our volunteer body with equity across the organisation, an internal structure was established, which would aid this development and support our volunteer body.

This structure is headed by the Canon Missioner as Volunteer Lead, supported by Department Heads, and Volunteer Leaders who are advised and guided by Human Resources, Safeguarding and Executive Support. We aim to bring equal standards cross our volunteer support network,

celebrate and nurture our volunteers and equip them for the vital contribution that they make to the mission and ministry of the Cathedral. To further support our work with volunteers a new Strategic Volunteer Manager is being recruited.

Safeguarding

The Safeguarding Team

Over the year we have seen several changes in the Safeguarding Team, and we welcomed Reverend Wendy Dalrymple, as our new Precentor and Deputy Safeguarding Lead, and Fred McCormack who joined us as Head of Constables.

Sadly Carol Iddon, the Chair of the Diocesan and Cathedral Safeguarding Advisory Panel, announced her retirement and later in the year we welcomed Dr Liza Thompson as the new Interim Independent Chair for a year. In this a time of change and transition the continuity and focus of the group has been maintained through increasing our Cathedral Safeguarding Executive Meetings from quarterly to bi-monthly and doubling the meeting length. This has enabled us to review cases extensively and to be a forum for discussion and transparent decision making. As a result, a full report of the work of CSEG (Cathedral Safeguarding Executive Group) and a high level, confidential synopsis of cases is made to Chapter bi-monthly. With the team now embedded and stable we are in a good position to serve the Cathedral staff and volunteers to ensure that this is a safe place for all who seek us out.

Welfare Group

Following the review of safeguarding procedures and processes to bring them in line with the requirements of the Cathedrals Measure, it became increasingly apparent that whilst we have a robust process for managing safeguarding cases, there was not the same system in place for managing and documenting those cases which did not meet the safeguarding threshold, namely the 'low level' incidents and cases. These ranged from incidents of challenging behaviour by members of the public to caring for those suffering from mental health who regularly come to the Cathedral seeking sanctuary and support. To document and assess these low level concerns a 'logging a concern' form was introduced and rolled out across the Cathedral as an initial report of all incidents however minor or major they appeared.

With this, along with the safeguarding email, the team encouraged all and every aspect of concern to be noted and then sent to the Cathedral Safeguarding Lead. In turn each case which arises is then passed onto the Cathedral Safeguarding Advisers to assess whether it meet the safeguarding threshold. If so, it is dealt with by them and brought to the attention of CSEG. If not, the case is responded to by the Cathedral Safeguarding Lead in an appropriate manner and logged.

A Welfare Group was set up quarterly to scrutinise confidential and high-level summaries of the cases to ensure that they have been dealt with appropriately and ongoing actions are implemented. At present the group is dealing with 12 open cases while 13 have been closed. This has ultimately increased the workload for CSL and Safeguarding Executive Support, but it has enabled 'low level' incidents to be identified, assessed and dealt with. Our aim is for staff and volunteers to be increasingly confident that their concerns are dealt with effectively and quickly giving them confidence to report areas of concern before they escalate into formal complaint procedures.

The INEQE Audit

The Cathedral's INEQE audit will take place in November 2026. This is a deep investigation into the Cathedral's Safeguarding work and culture. In order to enable cathedrals to understand what 'good' safeguarding looks like, the national safeguarding team has drawn up the National Safeguarding Standards which cover the areas, along with a recommendation of the timeframe in addressing them:

- Prevention - 2024
- Victims and Survivors - 2024
- Culture, Leadership and Capacity – 2025
- Recognising, Assessing and Managing Risk – 2025
- Learning, Supervision and Support – 2026

We have taken this on board and set out a strategy and action plan which is aligned with that of the Diocese. Over the year we will look at two standards each, for the coming year 2024 this is Prevention and Victims and Survivors. Our strategy and action plan are on the Cathedral website.

IICSA 1 and 8

The Cathedral Safeguarding Executive group have been kept informed of the new changes to safeguarding provision under the IICSA 1 and 8 recommendations and Jay report. We have responded to consultations and we continue to monitor changes to management of cases and the role of the Safeguarding Officers which will be implemented in due course.

Risk Assessment

We have undertaken several safeguarding risk assessment reviews this year, including extensive ones with our server's team and choristers. These highlighted good practice and recommendations which have been implemented.

Safer Recruitment

At the beginning of 2023, a new Compliance Officer was appointed on a short-term contract to assist the Cathedral Safeguarding Lead and Safeguarding Assistant in the implementation of safer recruitment processes and procedures for our volunteers to update our records and roll out completion of safeguarding training across this group. This was an enormous and important piece of work and a step forward in developing a culture of safeguarding across the Cathedral. The same scrutiny is now being rolled out with our staff to ensure that we are completely compliant with safeguarding policy and procedures.

The Cathedral Choir

The care and wellbeing of our choristers has continued to be a priority for the Cathedral, especially with the implementation of the new choir model which no longer requires boy choristers to attend and board at St Edmund's School. This has been hugely successful and has seen our boy chorister numbers grow considerably. Care is especially given to those who continue at Choir House and are depleting in number. Their welfare is discussed at the Keeping In Touch meetings with the safeguarding officers at the school and choir house staff. Chaperone reports are assessed weekly by the Precentor and behaviour in the choir is addressed immediately by the Director of Music. The joint policy and procedure for safeguarding with the safeguarding team of St Edmund's School

is regularly reviewed and kept up to date with developments in the choir model. There is a good working relationship between the Safeguarding Leads of the school and Cathedral who keep in touch regularly.

Regular Meetings

Along with the extra areas of work, the safeguarding team have continued their regular round of meetings which include: the bi-monthly Cathedral Safeguarding Executive Group and quarterly Diocesan and Cathedral Safeguarding Advisory Group; core groups, risk assessment and professionals' meetings as and when necessary, regular meetings of the CSL and CSAs, fortnightly Keeping in Touch meetings with St Edmund's staff and termly joint safeguarding meetings with St Edmund's, in addition to a termly meeting with the safeguarding team of King's School.

Our thanks go to the professionalism and friendship of the team who keep the Cathedral safe and engender a culture of openness, transparency and care:

- Fiona Coombs and Paul Brightwell, Cathedral Safeguarding Advisers.
- Liza Thompson, Interim Independent Chair of DCSAP.
- Kathryn Beldon, Receiver General, Deputy Safeguarding Lead.
- David Newsholme, Director of Music.
- Zoe Willis, Schools' Officer.
- Fred McCormack, Head of Constables.
- Wendy Cleaton, Human Resources Manager.
- Rev'd Wendy Dalrymple, Precentor and Deputy Safeguard Lead
- Rev'd Dr Emma Pennington, Cathedral Safeguarding Lead.

Financial Review for the year

The Cathedral generated total net income for the year, before revaluation gains and losses on investments and property, of £1,169,000 of which £300,000 related to restricted funds.

Unrestricted Fund Results for the Year

Unrestricted Funds arise from the income generating activities of the Cathedral and from general donations. There was a net surplus on unrestricted funds for the year of £865,000 before taking account of net unrealised gains on investments of £61,000, and a net transfer of funds to general funds of £45,000. This compares with a deficit of £379,000 in the previous year before taking account of unrealised losses of £16,000 on investments and a transfer of funds to general funds of £177,000.

The total net movement in unrestricted funds for the year was an increase of £971,000 compared with a decrease of £175,000 in 2022/23.

The incoming transfer from restricted to unrestricted funds of £45,000 related to a donation from the Friends of Canterbury Cathedral which was given to replace the audio-visual equipment in the Cathedral Lodge. The cost of the equipment was capitalised in the general fund during the year and the income was therefore transferred to match the capitalisation.

The unrestricted fund is represented by property, cash, deposits and investments, Chapter's holding in Cathedral Enterprises Limited and the day to day working capital of Chapter.

Results of Trading Activities

Cathedral Enterprises Limited (CEL) operates the trading activities of Chapter. The turnover is derived from the activities of the Cathedral Shop and the work for third parties including other cathedrals and churches carried out by the Stained Glass and other skilled crafts departments. Cathedral Enterprises Limited continues to pay a commercial rent to Chapter for the premises it occupies.

This was the second full year for the Cathedral shop in its new premises in the Welcome Centre, created by the Canterbury Journey project. The smaller space has continued to work well allowing tight cost control. There is a strong focus on quality, and trading was strong.

Overall, the business returned an operating surplus of £369,000 on a turnover of £1,477,000 compared with an operating surplus of £254,000 in the previous year, on a turnover of £1,298,000.

The Directors of CEL are cautiously optimistic that the retail activity will continue to improve as visitors return to the Cathedral and more events and activities are planned. New products and focussed marketing are also helping drive sales. Cash flow is protected in the short to medium term by a loan from the Cathedral.

Restricted Fund results for the year

Income to restricted funds can only be used for the purpose that they were given. Net income for the year on restricted funds before transfers between funds and before accounting for unrealised gains on investments was £304,000. This compares to net income of £162,000 in 2022/23.

After accounting for unrealised surpluses on investments of £601,000 and transfers of funds to the general and permanent funds of £75,000 to match capitalised expenditure and purchase of investments which were funded from restricted income, the restricted funds showed a surplus of £830,000 for the year. In 2022/23 there was a net deficit of £555,000 on restricted funds after taking account of unrealised losses on investments of £540,000 and a net transfer to general funds of £177,000.

Total donations receivable by Chapter from the trustees of the Canterbury Cathedral Trust towards the restoration of the fabric and the maintenance of the music and choir foundation during the year amounted to £1,076,000 (2023: £981,000). The Friends of Canterbury Cathedral donated £90,000 which was restricted (2023: £423,000).

Other restricted donations and legacies received in the year were £202,000 compared to £108,000 in the previous year.

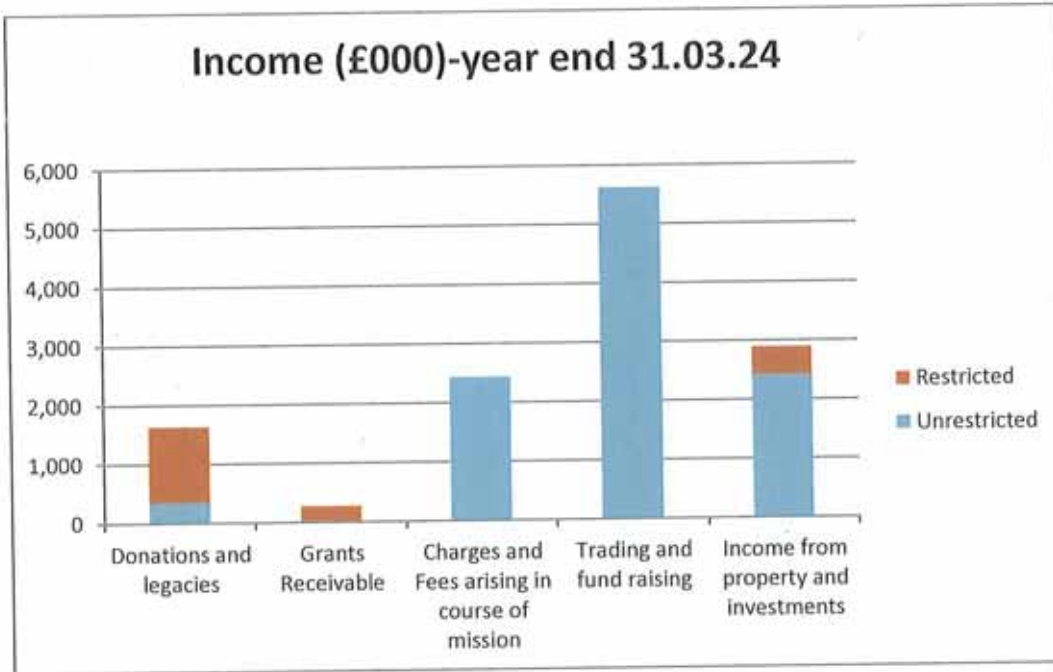
In the year ended 31 March 2023, a grant of £427,000 was received from the National Lottery Heritage Fund towards the Canterbury Journey project. The project was completed in that year. Outstanding costs relating to archaeological reporting for the project will be met by Chapter from unrestricted funds and have been provided for in the year.

The expenses borne by restricted funds and Trusts totalled £1,728,000 (2023: £2,335,000).

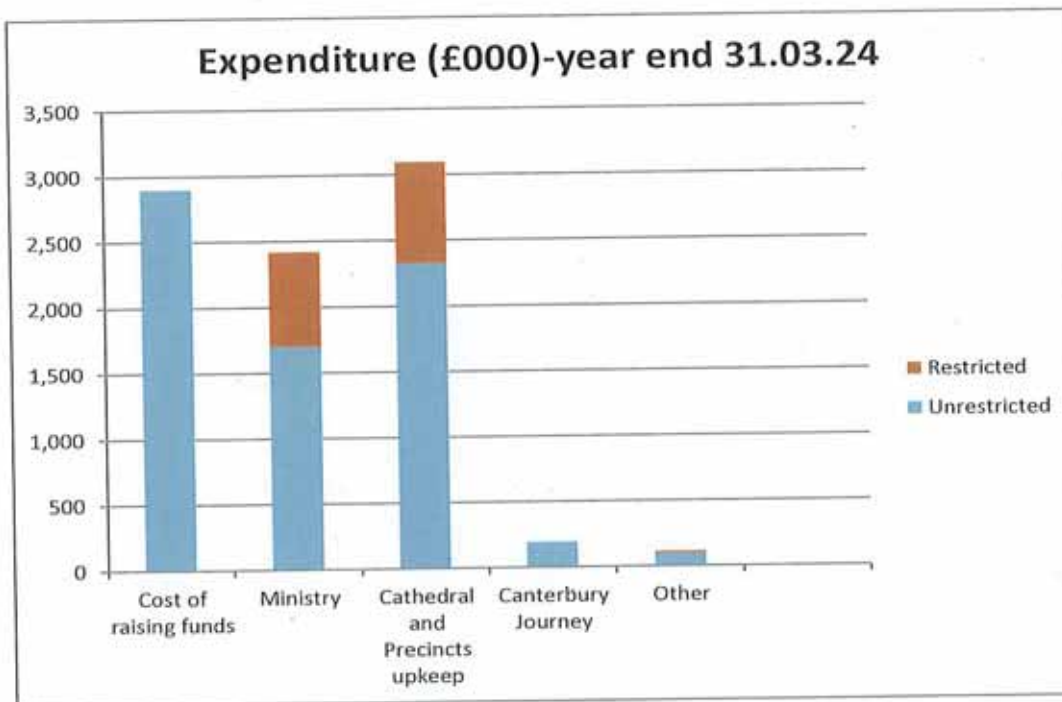
Summary of Total Income and Expenditure

Total income and expenditure, which is set out in notes 2 to 4 of the accounts for the year is graphically illustrated below.

Income:



Expenditure:



Funds at the Year End

The Funds are shown broken down between Unrestricted (General), Designated, Restricted and Permanent.

- Unrestricted Funds arise from the income generating activities of the Cathedral and from general donations. Within the total, £56,000 remains designated at the year end to meet future marketing costs and £2,000 remains designated to meet future costs associated with the Girls' Choir. £2.76million is represented by investment property and tangible fixed assets which is not readily available to meet expenditure. Hence at the yearend free reserves totalled £2.80million.
- Restricted Funds which totalled £11.90million at the year-end can only be used for a specified purpose as described in the notes to the accounts. These funds have arisen from gifts and donations where the donor has specified the purpose for which the gift is to be used.
- Permanent Funds (£50.74million at the year-end) comprise the Cathedral Permanent Endowment fund and permanent endowment funds belonging to consolidated Trusts.

Reserves Policy

It is the intention of Chapter that liquid free reserves (equating to unrestricted reserves, less amounts held in property and fixed assets) should cover six months' total operating costs. (Chapter defines this as total costs even where costs were funded by restricted funds). Liquid free reserves at the year-end represented around 2.9 months of total operating costs (2023: 1.7 months) If costs met by restricted funds are excluded, this increases to 3.4 months' cover (2023: 2.1 months). If the creditors due after more than one year (which mostly relate to the repayment of the CBILS loan) are excluded the total costs, cover increases to 4.33 months.

Unrestricted reserves were heavily depleted during the pandemic, but they allowed Chapter to meet its financial obligations in the short term when staff were furloughed and restructuring took place. Chapter is looking to rebuild unrestricted reserves to strengthen the Cathedral's financial position.

Investments

Chapter has a long term portfolio consisting of both investment property and investments. The latter are held mainly in Sarasin Alpha Endowment Fund units and in two funds managed by Cazenove Schroder. There are also investments in funds managed by CCLA (see note 6). In making and holding investments, Chapter seeks to comply with the guidance set out in Church of England's Ethical Investment policies.

Chapter updated its investment policy in 2021/22 and aims to achieve a total investment return of CPI +4% over the medium term (a three to five year period). CPI for the year to 31 March 2024 was 3.2%. In the year to 31 March 2023, CPI was 10.1%.

The investment returns over the last 5 years are shown below.

Total Return on Investment properties

	2024 £'000	2023 £'000	2022 £'000	2021 £'000	2020 £'000
Rents and other Income	2,414	2,036	1,944	1,916	2,078
Landlord's repairs	(329)	(567)	(288)	(101)	(321)
Insurance, cleaning and utility costs	(121)	(128)	(85)	(89)	(68)
Other costs including management and professional charges	(114)	(135)	(117)	(195)	(76)
Net Income	1,850	1,206	1,454	1,531	1,613
Net (loss)/gain on revaluation of property	(135)	714	787	(25)	148
Total Return on Investment properties	1,715	1,920	2,241	1,506	1,761
Total Return on Investment properties %	5.9%	5.9%	7.2%	4.9%	5.9%

Total Return on Other Investments

	2024 £'000	2023 £'000	2022 £'000	2021 £'000	2020 £'000
Investment Income	430	386	347	421	409
Net realised and unrealised gains and (losses) on investments	816	(694)	371	2,126	(762)
Total Return on Other Investments	1,246	(308)	718	2,547	(353)
Total Return on Other Investments %	10.6%	(2.5)%	5.9%	25.6%	(3.3)%
FTSE All-Share Total % Return (UK)	8.4%	2.9%	13.0%	26.7%	(18.5)%
CPI	3.2%	10.1%	7.0%	0.7%	1.5%
CPI plus 4%	7.2%	14.1%	11.0%	4.7%	5.5%

Investment Properties

The investment properties belonging to Chapter are included on the Balance Sheet at existing use value. This equates to market value, taking into account such factors as the terms of the existing lease, the quality of the covenant as well as the current market conditions. The value of these properties therefore varies from year to year. The total revaluation loss in the year to 31 March 2024 was £135,000 compared with a revaluation gain of £714,000 in the previous year.

It is not the intention of Chapter to sell any of the properties making up its Estate, so any change in value will not be realised in the foreseeable future. The property market has not performed as well as in the previous year, with high inflation rates and high interest rates having a significant adverse impact. Investor demand has weakened and residential sales also have cooled off since 2022. The rental sector however continues to grow and this is reflected in the valuations.

As last year, the science and business park sector have reportedly experienced the strongest growth amongst all sectors along with industrial. Flexible office space is also proving to be popular as a result of continued work from home practice and with many offices being converted to residential following relaxation of planning rules. There have been more moves back to the office over the last 12 months which is resulting in a slightly improved position compared to last year in

the office market. Retail remains slow although there have been several transactions locally in the last few months mostly amongst the independents.

Valuations were in accordance with the requirements of the Royal Institution of Chartered Surveyors Global Standards 2024 and the Charities SORP (FRS102).

Rents from the properties owned by Chapter continue to contribute towards the costs of running and repairing the Cathedral. The properties also provide an attractive setting for the Cathedral.

The allocation of property between investment and non-investment categories is according to their use and in the year two properties were transferred to the investment property portfolio. These properties were previously used by Chapter for its own use, and both are now rented or available to rent commercially thereby assisting in generating income for the Cathedral.

Non-Investment Properties

The International Study Centre (Canterbury Cathedral Lodge) has been valued on a depreciated replacement cost basis, as set down in note 7, in accordance with the Guidelines specified by the Church Commissioners. The valuation has been prepared using Building Cost Indices as the basis for the calculation. It is Chapter's belief that this methodology reflects the value of this building based on latest indices taking into account location factors. The valuation method for the Cathedral's public toilets is also on depreciated replacement cost value rather than an existing use value.

The remaining non-investment properties have been valued as set out in note 7 to the accounts. The properties are valued on a rolling five year basis so that 20% of the properties are revalued each year.

The revaluation (of non-investment properties) at 31 March 2024 resulted in an overall increase in value of £433,000 compared with an increase in the year to 31 March 2023 of £663,000.

It is not the intention of Chapter to sell any of the properties making up its Estate, so any changes in value will not be realised in the foreseeable future.

The fluctuations in total value are a reflection partly of market conditions, but also the terms on which the properties are occupied and their effect on the vacant possession values.

Principal Risks and Uncertainties

In delivering its objectives, Chapter faces a variety of operational, financial, and economic risks. Major risks are reviewed regularly and appropriate systems have been established to mitigate the likelihood and the impact of these risks occurring. The Cathedral has established a new Audit and Risk Committee which will be meeting at least twice each year and will be providing independent oversight of the Cathedral's systems of internal control, risk management and financial reporting.

Senior staff manage risk as an integral part of their daily activities and the most significant risks are reported regularly to the Audit and Risk Committee and Chapter.

The following major risks were identified in 2023/24. The key actions to mitigate the risks are noted alongside each.

Risk	Management Action
Financial sustainability compromised as a result of reduced income and increased costs and a business model that relies heavily on paying visitors.	<ul style="list-style-type: none"> - New Head of Visitor Experience employed, looking at new activities to attract visitors, carrying out a pricing review, developing a new fundraising strategy, looking at opportunities for the skilled workforce to do external work and new overall vision and strategy to direct priorities.
Impact on Cathedral life as a result of insufficient funds to enable further major projects and managing expectation around planned major projects.	<ul style="list-style-type: none"> - Fundraising review taking place to inform next steps and structures. - New fundraising team being recruited. - Wide level communication to stakeholders and interested parties to manage expectations. - Ensure strong project management. - Ongoing review of business planning and management processes. - SLT focussed on managing priorities and focussing resources to priority activities.
Complex site with multiple activities and aged infrastructure creating health and safety risks.	<ul style="list-style-type: none"> - Health and Safety Committee meeting regularly. - Health and safety audit has taken place and is informing priorities. - New Health and Safety Officer to be recruited. - Comprehensive training programme being developed.
Unanticipated issues identified during delivery of major projects causing time delays and cost over-runs.	<ul style="list-style-type: none"> - Significant investment during project development phase to reduce likelihood. - Regular monitoring during project. - Funding in place or underwritten before projects start.

<p>Impact of climate change impacting the Cathedral for example from storms, floods etc. together with an inability to meet Carbon Zero targets due to cost and planning constraints.</p>	<ul style="list-style-type: none"> - Maintenance programme is addressing areas of easy win such as LED lights, efficient boilers, lowering thermostats and green electricity contracts. - Gardening team is strong on biodiversity and minimal use of pesticides. - A strong awareness of the challenge ahead and a need to develop innovative solutions to reduce our impact on the environment.
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Plans for Future Years

Canterbury Cathedral is **first and foremost a place of worship and the daily services will continue to underpin the life of the Cathedral.**

During 2023/24, Chapter has been working with local communities and partners to develop a shared strategic vision for the Cathedral. We anticipate that the final vision, values and strategy will be shared widely during the next financial year. This document will form the basis for a new operational plan and will direct the priorities for the Cathedral over the next five years.

In addition, we have been working with a fundraising consultant to develop a fundraising strategy for the Cathedral. A new fundraising team is being recruited and a funding pipeline drawn up which links to the new Strategic Plan. Once the team is in place there will be a new focus on fundraising for the Cathedral.

Chapter continues to focus on growing and diversifying income, containing costs and improving efficiency. Over the next period the Cathedral will be looking at ways of encouraging more visitors through new events and activities and also looking at further diversification including exploration of more external work for our skilled work force and exploring further alternative uses for some of our property assets.

Work will continue to conserve and maintain the Cathedral building, canonical properties and the wider estate. The stone masons will continue to work on the West End of the Cathedral, and it is anticipated that a substantial part of the scaffolding will be able to be removed by the end of 2024.

A project to renovate the Deanery and provide living accommodation for the Dean within the Deanery building, continues. It is anticipated that the first phase of the works will be complete by the end of September 2024. A second phase of the project will follow, as funds allow, to develop the building for other appropriate uses.

The Surveyor to the Fabric has completed his quinquennial inspection of the Cathedral and this document will help us to prioritise work to the Cathedral over the next five years.

A working group has been looking at activity within the Cathedral Lodge and will be reporting shortly to Chapter. The aim is to improve the profitability of the facility whilst looking at how it

should be used to further the mission of the Cathedral. More work will continue on this over the next 12 months or so.

A big piece of work is underway to update policies and procedures across the Cathedral. This will continue over the forthcoming year.

We remain committed to investing in technology to improve efficiency and we will be carrying out further reviews during the year ahead with a particular focus on the Financial Management systems.

During 2023/24 we revised the model for the boys' choir so that boys are no longer required to board at a local school. Boys are able to attend any school. 20 new choristers have been recruited under the new model and we are looking at ways to improve and develop music facilities over the next period.

Environmental Sustainability remains a challenge given the age and extent of our property portfolio. The Cathedral did however achieve the Silver Eco Church Award from A Rocha demonstrating our commitment to environmental sustainability.

We will continue to build on our plans to improve biodiversity within our gardens and develop how we communicate our commitment to the care of the planet to encourage others.

Structure, Governance and Management

This section describes the governance arrangements as they were during the year under review. Changed arrangements as a result of the Cathedrals Measure 2021 have been detailed.

Constitution and Statutes

Canterbury Cathedral was registered with the Charity Commission in February 2024 (Charity Registration number 1206913). A new Constitution and new Statutes were prepared and adopted in accordance with the Cathedrals Measure 2021. The Constitution and Statutes are the governing documents for the Cathedral.

Role of the Cathedral in the Diocese and the Anglican Communion

Canterbury Cathedral is primarily the seat of the Archbishop and as such it is a focus for his worldwide ministry.

The Archbishop is the Diocesan Bishop of the Diocese of Canterbury. The Cathedral's role as the Mother Church of the Diocese is important and is shown not only on the occasions when representatives of the whole Diocese gather together for Ordinations or special services presided over by the Archbishop, but also in the hospitality which Chapter offers to the Area Deaneries. At the same time, the facilities of the Cathedral are offered to the Diocese and Synods; and other meetings take place regularly, both in the Cathedral Church itself and in the Canterbury Cathedral Lodge.

As Mother Church of the Anglican Communion, the Cathedral welcomes Primates and Bishops from the Communion, together with Seminarians and young clergy for courses leading to their enrolment as Canterbury Scholars.

Organisational Structure of the Cathedral

Visitor

The Visitor of the Cathedral Church is the Archbishop of Canterbury, The Most Reverend and Right Honourable Justin Welby. The role of the Visitor is set out in the Cathedral's Measure 2021. Guidance is issued by the Church Commissioners in relation to the functions of the Visitor of a cathedral.

Body Corporate

Under the Cathedral Measure 2021, the body corporate consists of the Chapter. Under the new governance arrangements, the Cathedral Council has been abolished. The College of Canons continues to exist but no longer forms part of the body corporate. The functions and rights of the College of Canons is set out in the Cathedral's Measure 2021 and the Constitution and Statutes of the Cathedral.

Chapter

Chapter is the governing board of Canterbury Cathedral, established under the Constitution and Statutes in accordance with the Cathedral's Measure 2021. It is the corporate body accountable for the management of the Cathedral's affairs in accordance with the Cathedral's Measure and charity law and regulation. This includes the overall vision and strategy for the Cathedral, its effective financial management and the care of its assets and people.

Chapter members are charity trustees and must abide by the regulation and guidance published by the Charity Commission, in particular in terms of conflicts of interest and personal benefit, as well as acting solely for the good of the charity.

Chapter comprises: Dean (Chair), Archdeacon, Canon Treasurer, Canon Missioner, Canon Librarian and a minimum of six non-executive members.

For Chapter to be quorate, there must be at least seven members present, with a majority of those present being non-executive members. The Chief Officers of the Cathedral (Receiver General/Chief Operating Officer and Director of Finance/Chief Finance Officer) should be present at Chapter meetings. The Receiver General will act as Chapter Clerk/Secretary.

The College of Canons

The College of Canons consists of the Dean, the Suffragan Bishops, the Residentiary and Honorary Canons, and the Archdeacons of Canterbury, Maidstone and Ashford.

In the event of a vacancy in the See, the College of Canons elects an Archbishop of Canterbury, in accordance with the Appointment of Bishops Act 1533. Additionally, the College receives and considers the Annual Report and Accounts of the Cathedral Church.

The Finance Committee

As required under the Cathedral's Measure 2021, Chapter is advised by the Finance Committee in connection with its responsibilities for financial, investment and property management. The Committee comprises members with appropriate knowledge and skills in accounting, financial governance and other technical issues relevant to the business and strategic management of the Cathedral.

The Audit and Risk Committee

The purpose of the Audit and Risk Committee is to enable Chapter members to meet their responsibilities by providing independent oversight of the Cathedral's systems of internal control, risk management and financial reporting, and through supervision of the quality, independence, and effectiveness of both the internal auditor (if appointed) and external auditors. The Committee must keep the activities and management of the Cathedral under review in relation to such matters as Chapter has specified in the Terms of Reference.

The Committee must have a minimum of five members and a maximum of seven members, provided that at least one member of the Committee must be a non-executive Chapter member. The committee members were appointed during the year and the first meeting of the committee was held in April 2024.

The members collectively possess appropriate knowledge and skills in accounting, risk management, audit, financial governance, and other technical issues relevant to the work of the Committee.

The Nominations Committee

Chapter members, as the charity trustees, are collectively responsible for ensuring that Chapter, and any committees set up by Chapter, have an appropriate balance of skills, knowledge and experience. Chapter is required to set up a Nominations Committee to advise on the recruitment and training of members of Chapter and Chapter Committees.

The Committee must have a minimum of five members and a maximum of seven members. At least one member of the Committee must be a non-executive member of Chapter.

The Fabric Advisory Committee

As required under the Cathedrals Measure 2021, Chapter is advised by a Fabric Advisory Committee (FAC). The duties of the committee include;

- Giving advice to Chapter on the care, conservation, repair and development of the Cathedral, any buildings or archaeological remains within its precinct, the landscape and environment in which the Cathedral is situated, and any objects of interest owned by Chapter or in its custody or possession;
- Considering and determining any application made to it under the Measure; advising Chapter on the compilation and maintenance of the Cathedral inventory;
- Receiving, once every five years, a report from the Cathedral architect and archaeologist detailing the works undertaken to the Cathedral during that five year period of which a permanent record has been made; and
- Producing a register of applications made to it.

The Cathedral displays public notices in relation to applications for approval under the Measure which are placed where they are readily visible to members of the public.

Half of the members of an FAC are nominated by Chapter and half by the Commission. All members are appointed for a term of five years but are eligible for reappointment. The FAC meets no less than twice a year.

The Administration of the Cathedral

Chapter sets the strategic direction for the Cathedral and the Cathedral is administered by Chapter through the Senior Leadership Team chaired by the Receiver General (Chief Operating Officer). The Receiver General oversees the financial and central administration together with the personnel management of Cathedral staff.

Relationships with Other Organisations

The Cathedral maintains a positive relationship with the Diocese of Canterbury, through the Diocesan Office, the Archbishop's Staff Meeting, the Archdeacons of Canterbury, Ashford and Maidstone, and the Canon Librarian's role in the training of Diocesan curates.

Chapter has a strong commitment to the Archbishop of Canterbury and the growth of his Archiepiscopal Ministry, through the use of the Cathedral and the Canterbury Cathedral Lodge in the Precincts: this is a dimension which extends to Lambeth Palace and the wider Anglican Communion, through the relationship with the Anglican Consultative Council.

The Cathedral maintains strong links with Canterbury City Council, the University of Kent and Canterbury Christ Church University.

Method of Appointing Members of the Chapter

The Dean is appointed by the Crown. Two of the Residentiary Canons are appointed by the Archbishop of Canterbury, the other two being appointed by the Crown, with the Archbishop having the right of appointment every fourth time. The Archbishop of Canterbury, after consultation with Chapter, must appoint the senior non-executive member of Chapter. The members of Chapter must appoint the other non-executive members and The Nominations Committee advises on the appointment of Chapter members.

Induction and Training of New Members of the Chapter

To ensure Chapter Members can undertake their governance roles professionally and responsibly, it is essential that they receive a thorough introduction to the Cathedral – to understand its mission and ministry, how it is governed, how it is managed, and its daily operation.

The Association of English Cathedrals (AEC) runs a series of training sessions for the training of new members of Chapter, both clerical and lay. The Cathedral also runs induction sessions for new Chapter members.

Changes in Senior Clerical and Lay Appointments

Non-Executive Chapter Members

In October 2023, the following Non-Executive Members of Chapter were appointed:

- Pim Baxter
- Paul Sylva
- Guy Perricone

Chapter Committee Members

The following were appointed to the Nominations Committee in 2023/24:

- Pim Baxter (Non- Executive Chapter member)
- The Very Revd David Monteith
- The Venerable Dr Will Adam
- Revd Canon Andrew Dodd
- Jane Ibbotson (Non- Executive Chapter member)
- Richard Oldfield (Non- Executive Chapter member)
- Adeola Olufayo

The following were appointed to the Finance Committee in 2023/24:

- Paul Sylva (Non- Executive Chapter member)
- Revd Canon Andrew Dodd
- Revd Canon Dr Emma Pennington
- Richard Oldfield (Non- Executive Chapter member)
- Jonathon Swaine
- Andrew Macfarlane
- Phoebe Rosier

The following were appointed to the Audit and Risk Committee in 2023/24:

- Helen Wiseman
- Jane Ibbotson (Non- Executive Chapter member)
- Guy Perricone (Non- Executive Chapter member)
- Sue Martin
- Sam Barrett

Receiver General

In June 2023, acknowledging Kathryn Beldon's contribution in her interim role, Chapter appointed her to the post of Receiver General (Chief Operating Officer).

Precentor

Canon Wendy Dalrymple was appointed as Precentor and Residentiary Canon elect in November 2023.

Heads of Department

We welcomed Joel Hopkinson as our new Head of Estates and Fabric in June 2023 and Gina Grubb as our new Head of Visitor Experience in July 2023.

Arrangements for setting the pay and remuneration of key senior staff.

Key senior staff include the Dean, Residentiary Canons, Receiver General and members of the Senior Leadership Team. The Dean and Residentiary Canons are remunerated in accordance with Church of England Guidelines. The remuneration of the Receiver General and other key senior staff is set with reference to market salaries locally for equivalent posts and across similar heritage organisations.

Fundraising

Chapter aims to achieve best practice in the way that it communicates with its supporters and visitors and to act in accordance with Fundraising Regulator guidance. It takes care with the tone and accuracy of its communications to ensure that their data is protected. Chapter never sells data and never exchanges data other than with other departments of the Cathedral to enable services to be delivered. Chapter undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service.

Statement of the Responsibilities of Chapter in respect of the financial statements

Chapter is responsible for preparing the annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires Chapter to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Cathedral, and of the Cathedral and its subsidiaries (the Group), and of the income and expenditure of the Group for that period.

In preparing these financial statements, Chapter is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standard 102 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Cathedral and Group will continue in operation.

Chapter is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Cathedral and enable it to ensure that the financial statements comply with the Charities Act 2011. It is also responsible for safeguarding the assets of the Cathedral and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements have been prepared in accordance with the accounting policies set out on pages 45 to 49 of the attached financial statements and comply with Cathedral's Constitution and Statutes, applicable laws, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

In so far as each member of Chapter is aware:

- there is no relevant audit information of which the Cathedral's auditor is unaware; and

- each member of Chapter has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Chapter is responsible for the maintenance and integrity of the Cathedral’s financial information included on the Cathedral’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Investment Powers

The investment powers of Chapter are set out in the Cathedral Measure 2021. Chapter may, in respect of money which forms part of the permanent endowment of the Cathedral or is otherwise vested in Chapter:

- (a) invest it in the acquisition of land;
- (b) invest it in an investment fund or deposit fund constituted under the Church Funds Investment Measure 1958;
- (c) invest it in any investments in which trustees may invest under the general power of investment in section 3 of the Trustee Act 2000 (as restricted by sections 4 and 5 of that Act); and
- (d) use it for the improvement or development of property vested in Chapter.

Legal and Administrative Information

The Cathedral is registered at the Charity Commission under the name of Canterbury Cathedral which is its legal name. Its registered charity number is 1206913. The Cathedral is also known as the **Cathedral and Metropolitan Church of Christ, Canterbury**.

Office Holders April 2023 to July 2024

Chapter

The Members of Chapter during the year and to the date of this report were:

The Very Reverend Dr David Monteith	Dean of Canterbury
The Reverend Canon Dr Emma Pennington	Canon Missioner
The Reverend Canon Dr Timothy Naish	Canon Librarian
The Reverend Canon Andrew Dodd	Canon Treasurer
The Venerable Will Adam	Archdeacon of Canterbury
Miss Jane Ibbotson	Senior Non-Executive Member
Mr Richard Oldfield	Non-Executive Member
Mrs Caroline Spencer	Non-Executive Member (until October 2023)
Mrs Janice Reid	Non-Executive Member (until October 2023)
Mr Guy Perricone	Non-Executive Member (from October 2023)
Mrs Pim Baxter	Non-Executive Member (from October 2023)
Mr Paul Sylva	Non-Executive Member (from October 2023)
The Reverend Wendy Dalrymple	Precentor and Canon designate (in attendance from November 2023)
Ms Kathryn Beldon	Receiver General (in attendance)
Ms Julie Wood	Director of Finance (in attendance)

Receiver General
Director of Finance
Surveyor to the Fabric
Consultant Archaeologist
Director of Music

Ms Kathryn Beldon
 Ms. Julie Wood
 Mr Jonathan Deeming
 Mr Ross Cook
 Dr David Newsholme

The Finance Committee

The membership of the Committee during the year was:

Mr Paul Sylva	Chair, Non-Executive Member of Chapter
The Very Reverend Dr David Monteith	Dean of Canterbury
The Reverend Canon Andrew Dodd	Canon Treasurer
The Reverend Canon Dr Emma Pennington	Canon Missioner
Mr Jonathon Swaine	Committee Member
Mr Andrew Macfarlane	Committee Member
Mrs Phoebe Rosier	Committee Member
Mr Richard Oldfield	Non-Executive Member of Chapter
Ms Kathryn Beldon	Receiver General (in attendance)
Ms Julie Wood	Director of Finance (in attendance)

The Audit and Risk Committee

The membership of the Committee during the year was:

Ms Helen Wiseman	Chair
Miss Jane Ibbotson	Senior Non-Executive Member of Chapter
Mr Guy Perricone	Non-Executive Member of Chapter
Ms Sue Martin	Committee Member
Mr Sam Barrett	Committee Member
Ms Kathryn Beldon	Receiver General (in attendance)
Ms Julie Wood	Director of Finance (in attendance)

Nominations Committee

The membership of the Committee during the year was:

Mrs Pim Baxter	Chair and Non-Executive Member of Chapter
The Very Reverend Dr David Monteith	Dean of Canterbury
The Reverend Canon Andrew Dodd	Canon Treasurer
The Venerable Will Adam	Archdeacon of Canterbury
Miss Jane Ibbotson	Senior Non-Executive Member of Chapter
Mr Richard Oldfield	Non-Executive Member of Chapter
Ms Adeola Olufayo	Committee Member
Ms Kathryn Beldon	Receiver General (in attendance)
Ms Julie Wood	Director of Finance (in attendance)

The Fabric Advisory Committee

The membership of the Committee during the year was:

Mr Richard Halsey	Committee Member
Mr Paul Bennett	Committee Member
Mr Graham Sharpe	Committee Member
Mr Martin Stancliffe	Committee Member
Bishop Nicholas Holtam	Committee Member
Ms Anna Eaves	Committee Member
Dr Alixe Bovey	Committee Member
Ms Edith Blennerhassett	Committee Member
The Very Reverend Dr David Monteith	Dean of Canterbury (in attendance)
Ms Kathryn Beldon	Receiver General (In attendance)
The Reverend Canon Andrew Dodd	Canon Treasurer (in attendance)
Mr Jonathan Deeming	Surveyor to the Fabric (in attendance)
Mr Ross Cook	Cathedral Archaeologist (in attendance)
Mr Joel Hopkinson	Head of Fabric and Estates (in attendance)

Address of the Cathedral Office

Cathedral House
11 The Precincts
Canterbury
Kent CT1 2EH

Professional Advisors

Auditor

Buzzacott LLP
Chartered Accountants
and Registered Auditor
130 Wood Street
London EC2V 6DL

Solicitors

Lee Bolton Monier-Williams
1 The Sanctuary
Westminster
London SW1P 3JT

Bankers

Lloyds TSB Bank plc
2nd Floor
Gail House
Lower Stone Street
Maidstone
Kent ME15 6NB

Veale Wasbrough Vizards
Barnards Inn
86 Fetter Lane
London EC4A 1AD

Investment Managers

Sarasin and Partners LLP
Juxon House
100 St Paul's Churchyard
London EC4M 8BU

CCLA Investment Management Ltd
80 Cheapside
London EC2V 6DZ

Cazenove
Schroder & Co. Limited
31 Gresham Street
London EC2V 7QA



David Monteith

The Very Revd Dr David Monteith, Chair of Chapter

26 July 2024

Independent auditor's report to Chapter of Canterbury Cathedral

Opinion

We have audited the accounts of Canterbury Cathedral (the 'parent entity') and of Canterbury Cathedral and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the consolidated and parent entity balance sheets, the consolidated statement of cash flows, the principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- ◆ give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2024 and of their income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

In auditing the accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the accounts and our auditor's report thereon. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the trustees' annual report is inconsistent in any material respect with the accounts; or
- ◆ sufficient accounting records have not been kept by the parent charity; or
- ◆ the parent charity accounts are not in agreement with the accounting records and returns; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework; and
- ◆ we understood how the parent entity is complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of minutes of Chapter, Finance & Estates Committee, and Finance Committee meetings.

We assessed the susceptibility of the group's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ identifying and assessing the design effectiveness of controls in place to prevent and detect fraud;
- ◆ understanding how those charged with governance consider and address the potential for override of controls or other inappropriate influence over the financial reporting process; and
- ◆ assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the relevant accounts item to which they relate.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ performed substantive testing of expenditure including testing the authorisation thereof;
- ◆ investigated the rationale behind significant or unusual transactions;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ agreeing accounts disclosures to underlying supporting documentation;

- ◆ reading the minutes of Chapter, Finance & Estates Committee, and Finance Committee meetings; and
- ◆ enquiring of management and representatives from Chapter as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

31 July 2024

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



Cathedral Church of Christ, Canterbury

Section 2

Financials

Consolidated statement of financial activities for the year ended 31 March 2024

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2024	Total Funds 2023
	Note	£'000	£'000	£'000	£'000	£'000
Income and Endowments from:						
Donations and legacies		357	1,286	-	1,643	1,874
Charitable Activities:						
Other Grants in support of mission		10	264	-	274	682
Charges and fees arising in the course of mission		2,436	-	-	2,436	2,376
Trading and fundraising		5,620	2	-	5,622	4,431
Investments		2,419	480	-	2,899	2,422
Total Income	2	10,842	2,032	-	12,874	11,785
Expenditure on:						
Raising funds	3	2,899	-	-	2,899	2,905
Charitable activities:						
Ministry	4	1,702	719	-	2,421	2,129
Cathedral and precincts upkeep	4	2,326	773	-	3,099	2,848
Education and outreach	4	2,761	218	-	2,979	2,929
Other expenditure	4	96	18	-	114	27
The Canterbury Journey Project	4	193	-	-	193	1,164
		7,078	1,728	-	8,806	9,097
Total Expenditure		9,977	1,728	-	11,705	12,002
Net income/(expenditure) before investment (losses)/gains		865	304	-	1,169	(217)
Net gains/(losses) on investments						
Investment property	5	-	-	(135)	(135)	714
Listed investments	6	61	601	154	816	(694)
Total net gains on investments		61	601	19	681	20
Net income/(expenditure) before transfers		926	905	19	1,850	(197)
Gross transfers between funds	14	45	(75)	30	-	-
Net income/(expenditure)		971	830	49	1,850	(197)
Other recognised gains on revaluation						
International Study Centre	7	-	-	350	350	505
Non investment property	7	-	-	83	83	158
Net movement in funds		971	830	482	2,283	466
Reconciliation of funds:						
Total funds brought forward		4,608	11,071	50,259	65,938	65,472
Total funds carried forward		5,579	11,901	50,741	68,221	65,938

The notes numbered 1 to 24 and the appendix which contains comparative information form part of these accounts.

The Statement of Financial Activities includes all gains and losses recognised in the year.

**Consolidated balance sheet
at 31 March 2024**

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2024	Total Funds 2023
	Note	£'000	£'000	£'000	£'000	£'000
Fixed Assets						
Investment assets						
Property	5	787	750	31,596	33,133	32,667
Listed Investments	6	860	9,362	2,494	12,716	11,801
		<u>1,647</u>	<u>10,112</u>	<u>34,090</u>	<u>45,849</u>	<u>44,468</u>
Tangible fixed assets						
International Study Centre	7	-	-	5,907	5,907	5,557
Other property	7	608	-	10,720	11,328	11,846
Other tangible assets	9	1,367	-	-	1,367	1,518
		<u>1,975</u>	<u>-</u>	<u>16,627</u>	<u>18,602</u>	<u>18,921</u>
Total fixed assets		<u>3,622</u>	<u>10,112</u>	<u>50,717</u>	<u>64,451</u>	<u>63,389</u>
Current Assets						
Stocks	10	279	-	-	279	286
Debtors	11	1,549	-	-	1,549	1,519
Short term notice deposits		-	-	-	-	-
Cash at bank and in hand		5,156	1,789	24	6,969	6,275
		<u>6,984</u>	<u>1,789</u>	<u>24</u>	<u>8,797</u>	<u>8,080</u>
Liabilities due within one year						
Creditors	12	3,617	-	-	3,617	3,465
		<u>3,617</u>	<u>-</u>	<u>-</u>	<u>3,617</u>	<u>3,465</u>
Net current assets		<u>3,367</u>	<u>1,789</u>	<u>24</u>	<u>5,180</u>	<u>4,615</u>
Total assets less current liabilities		<u>6,989</u>	<u>11,901</u>	<u>50,741</u>	<u>69,631</u>	<u>68,004</u>
Liabilities due after more than one year						
Bank Loan	13	1,267	-	-	1,267	2,066
Other Creditors	13	143	-	-	143	-
		<u>1,410</u>	<u>-</u>	<u>-</u>	<u>1,410</u>	<u>2,066</u>
Total net assets		<u>5,579</u>	<u>11,901</u>	<u>50,741</u>	<u>68,221</u>	<u>65,938</u>
Funds						
General	14	5,534	-	-	5,534	4,563
Designated	14	45	-	-	45	45
Restricted	14	-	11,883	-	11,883	11,023
Trust Funds	14	-	18	2,470	2,488	2,364
Corporate Estate	14	-	-	48,271	48,271	47,943
		<u>5,579</u>	<u>11,901</u>	<u>50,741</u>	<u>68,221</u>	<u>65,938</u>

Revaluation reserves of £4.558m (2023: £3.742m) are included in the above funds relating to non-property investments of which £1.209m (2023: £1.055m) relates to the permanent fund, £2.998m (2023: £2.397m) to restricted funds and £0.351m (2023: £0.290m) to general funds. The revaluation reserve for property cannot be determined given the historic nature of some of the property.

The financial statements were approved and authorised for issue by the Chapter on 26/07/2024 and signed on their behalf by:



David Monteith
Dean



Andrew Dodd
Canon Treasurer

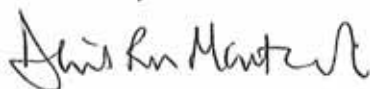
The notes numbered 1 to 24 and the appendix which contains comparative information form part of these accounts.

Entity-only balance sheet
at 31 March 2024

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2024	Total Funds 2023
Note	£'000	£'000	£'000	£'000	£'000	£'000
Fixed Assets						
Investment assets						
Property	5	787	750	31,596	33,133	32,667
Listed investments	6	860	9,362	2,494	12,716	11,801
Investment in Subsidiary	24	190	-	-	190	190
		<u>1,837</u>	<u>10,112</u>	<u>34,090</u>	<u>46,039</u>	<u>44,658</u>
Tangible fixed assets						
International Study Centre	7	-	-	5,907	5,907	5,557
Other property	7	608	-	10,720	11,328	11,846
Other tangible assets	9	1,304	-	-	1,304	1,452
		<u>1,912</u>	<u>-</u>	<u>16,627</u>	<u>18,539</u>	<u>18,855</u>
Total fixed assets		<u>3,749</u>	<u>10,112</u>	<u>50,717</u>	<u>64,578</u>	<u>63,513</u>
Current Assets						
Stocks	10	67	-	-	67	85
Debtors	11	1,949	-	-	1,949	1,657
Loan to Subsidiary	11	143	-	-	143	183
Short term notice deposits		-	-	-	-	-
Cash at bank and in hand		4,550	1,789	24	6,363	5,769
		<u>6,709</u>	<u>1,789</u>	<u>24</u>	<u>8,522</u>	<u>7,694</u>
Liabilities due within one year						
Creditors	12	3,540	-	-	3,540	3,277
		<u>3,169</u>	<u>1,789</u>	<u>24</u>	<u>4,982</u>	<u>4,417</u>
Net current assets		<u>3,169</u>	<u>1,789</u>	<u>24</u>	<u>4,982</u>	<u>4,417</u>
Total assets less current liabilities		<u>6,918</u>	<u>11,901</u>	<u>50,741</u>	<u>69,560</u>	<u>67,930</u>
Liabilities due after more than one year						
Bank Loan	13	1,267	-	-	1,267	2,066
Other Creditors	13	143	-	-	143	-
		<u>5,508</u>	<u>11,901</u>	<u>50,741</u>	<u>68,150</u>	<u>65,864</u>
Total net assets		<u>5,508</u>	<u>11,901</u>	<u>50,741</u>	<u>68,150</u>	<u>65,864</u>
Funds						
General		5,463	-	-	5,463	4,489
Designated	14	45	-	-	45	45
Restricted	14	-	11,883	-	11,883	11,023
Trust Funds	14	-	18	2,470	2,488	2,364
Corporate Estate	14	-	-	48,271	48,271	47,943
		<u>5,508</u>	<u>11,901</u>	<u>50,741</u>	<u>68,150</u>	<u>65,864</u>

Revaluation reserves of £4.558m (2023: £3.742m) are included in the above funds relating to non-property investments of which £1.209m (2023: £1.055m) relates to the permanent fund, £2.998m (2023: £2.397m) to restricted funds and £0.351m (2023: £0.290m) to general funds. The revaluation reserve for property cannot be determined given the historic nature of some of the property.

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**Consolidated cashflow statement
For the year ended 31 March 2024**

	2024 £'000	2023 £'000
Cash flow statement		
Net cash used in operating activities	<u>(653)</u>	<u>(1,516)</u>
Cash flows from investing activities		
Income from property (net)	1,789	1,206
Income from investments (net)	546	386
Purchase of investments	(99)	-
Purchase of tangible fixed assets	<u>(89)</u>	<u>(268)</u>
Net cash provided by investing activities	<u>2,147</u>	<u>1,324</u>
Cash flows from financing activities		
Repayment of borrowings	<u>(800)</u>	<u>(800)</u>
Net cash (used in)/provided by financing activities	<u>(800)</u>	<u>(800)</u>
Increase/(decrease) in cash and cash equivalents in year	694	(992)
Cash and cash equivalents at 1 April	6,275	7,267
Cash and cash equivalents at 31 March	<u>6,969</u>	<u>6,275</u>

Reconciliation of net income/(expenditure) before investment gains and (losses) to net cash used in operating activities

	£'000	£'000
Net income/(expenditure) before transfers	1,169	(217)
Adjustments for:		
Income from property (net)	(1,789)	(1,206)
Income from investments (net)	(546)	(386)
Depreciation	238	228
Loss on disposal of Fixed Assets	3	-
Decrease/(increase) in stocks	7	(65)
(Increase)/decrease in debtors	(30)	40
Increase/(decrease) in creditors	295	90
Net cash used in operating activities	<u>(653)</u>	<u>(1,516)</u>

Analysis of cash and cash equivalents

	£'000	£'000
Cash at bank and in hand	6,969	6,275
Short term notice deposits	-	-
Total cash and cash equivalents	<u>6,969</u>	<u>6,275</u>

Analysis of changes in net funds/(debt)

	At 1 April 2023 £'000	Cash Flows £'000	At 31 March 2024 £'000
Cash and cash equivalents	6,275	694	6,969
Bank loan	<u>(2,867)</u>	<u>800</u>	<u>(2,067)</u>
	<u>3,408</u>	<u>1,494</u>	<u>4,902</u>

Principal Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of Preparation of accounts

These accounts have been prepared for the year ended 31 March 2024 with comparative information given in respect to the year to 31 March 2023.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies or other notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Canterbury Cathedral is a registered charity, an ecclesiastical corporation and constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and rounded to the nearest thousand pounds.

Basis of consolidation

The group accounts consolidate the accounts of the Cathedral and its subsidiaries, Cathedral Enterprises Limited and the Ivor Read Charity. No separate statement of financial activities has been presented for the Cathedral alone as permitted by Section 24 of the Charities SORP (FRS 102). The Cathedral's total income for the year was £12,489,000 (2023: £11,474,000) and its net income for the year was £1,166,000 (2023: net income £267,000).

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the Chapter and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- assessing the probability of receipt of legacy income and determining the amount to be recognised as income in the accounts;
- estimating the useful economic life of tangible fixed assets for the purposes of determining a depreciation charge;
- assessing the appropriateness of the assumptions and methodology used in determining the fair value of investment and non-investment properties;
- assessing the need for any provision against slow moving or obsolete stock;
- assessing the recoverability of outstanding debtors and the need for any provision for bad or doubtful debts;
- determining the value of designated funds needed at the year end to meet specific future expenditure;
- assessing the basis for the allocation of support costs, and
- estimating future income and expenditure flows for the purpose of assessing going concern, including the continuing impact of the Coronavirus pandemic.

Assessment of going concern

The Chapter has made this assessment in respect to a period of at least one year from the date of approval of these accounts.

The Covid-19 pandemic together with Brexit had a significant financial impact on the Cathedral which continues to be felt. Recovery has been negatively impacted over the last two years by strong inflationary pressure and global instability. However, 2023/24 saw some improvement in the Cathedral's position. Visitor numbers for the year were at 83% of pre-pandemic numbers compared with 2022/23 (72% of pre-covid levels). School visits have however recovered more quickly than adult and group visits.

Principal Accounting Policies

A number of measures have been taken to attract more visitors to the Cathedral including extending the "Kids go Free" offer and holding a number of family activities during school holidays and events such as a light show and silent disco. Costs have been kept under constant review following the restructure of 2021/22. An Estates rationalisation programme has resulted in some properties being freed up for commercial use and they are now attracting a commercial rent. The Chapter took out a Coronavirus Business Interruption Loan with its bankers in 2020 which has provided additional liquidity, and which is being repaid over five years (ending in October 2026). The loan is subject to an EBITDA related covenant tested annually. The covenant was met for the year having been waived the previous year. Chapter remains confident in the support of the bank and the range of measures available to the Cathedral to maintain ongoing liquidity.

The Chapter is in the process of setting its vision and strategy for the next five years which will inform priorities for the next period and will help underpin the long-term financial stability of the Cathedral.

The Chapter has identified certain contingent actions which could be taken in the event of an unexpected deterioration in the Cathedral's finances which would improve its financial situation.

Despite the continuing uncertainty, the Chapter has concluded that the level of uncertainty does not cast significant doubt on the ability of the Cathedral to continue as a going concern. The Chapter is of the opinion that the Cathedral will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the Cathedral has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income comprises donations, legacies, grants, charges and fees arising in the course of mission, income from trading and fundraising activities and investment income.

Donations (including income from offertory and similar collections) are recognised when the Cathedral has confirmation of both the amount and the settlement date. When donations are pledged but not received, the income is accrued for when the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the Cathedral is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Cathedral and it is probable that those conditions will be fulfilled within the reporting period.

When a third party pays for goods or services on behalf of the Cathedral the cost is shown as both a donation and expenditure in the statement of financial activities. Similarly, donated goods and services are valued on an arm's length basis and shown as income and either capital or revenue expenditure as appropriate. No monetary value is placed on the services provided by Cathedral volunteers.

Legacies are recognised in the statement of financial activities when the chapter is satisfied that:

- the Cathedral is entitled to the legacy,
- the value of the legacy can be reliably estimated,
- the executors have established that there are sufficient surplus assets in the estate to pay the legacy and that receipt of the legacy is therefore probable and
- fulfilment of any conditions attached to the legacy is wholly in the control of the Cathedral.

Grants from government and other agencies, including the National Lottery Heritage Fund, have been included as grants in support of mission. Income is deferred when the charity has to fulfil performance related conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income from charges and fees arising in the course of mission are recognised as and when the related goods or services are provided.

Income generated from the activities of the trading subsidiary comprises income from the Cathedral shop, catering and external work carried out by the Cathedral's stained glass and stonemasons' departments. It is measured at the fair value of the consideration received or receivable, excluding discounts, rebates and value added tax.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. Interest on funds held on deposit is included when it is receivable; this is normally upon notification from the bank of the interest payable or paid.

Principal Accounting Policies

Income from the rental of properties is recognised when the income is receivable under the lease document, when the amount can be measured reliably and it is probable such income will be received.

Expenditure recognition

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Cathedral to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure category. The classification between activities is as follows:

- Expenditure on raising funds comprises the costs incurred by the trading subsidiary, investment property management costs, the costs of facilities provided to visitors, fundraising costs and support costs.
- Charitable expenditure comprises the costs of Ministry, cathedral and precincts upkeep, education and outreach and the Canterbury Journey project. Such costs include staff costs and other direct overheads attributable to those purposes.

A detailed analysis of the expenditure is provided in note 4.
All expenditure is stated inclusive of irrecoverable VAT.

Support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary object of the Cathedral it is necessary to provide support in the form of administration and financial procedures, information technology, personnel and training. Support costs are apportioned based on estimated time spent per category. Governance costs include audit fees and relevant expenditure relating to specific meetings and are included within support costs.

Investment in subsidiary company

The Cathedral's investment in its subsidiary company is included on the Cathedral's balance sheet at cost.

Investment and non-investment properties

Freehold properties are included in the balance sheet at market value as detailed in the notes to the accounts with the exception of the Cathedral Lodge (International Study Centre) which is included at depreciated replacement cost. Properties are classed as investments or tangible fixed assets according to their use.

Listed Investments

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

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and either their opening carrying value, or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value and the carrying value at year end. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

The Cathedral and its Ancillary buildings

No value is attributed in these accounts to the Cathedral and its ancillary buildings on the basis that the buildings are of a unique historic nature and are held primarily for the mission of the Cathedral. The nature and construction of the buildings are such that conventional valuation approaches lack sufficient reliability. The cost of providing a full valuation would be significant and onerous compared with the benefit derived by users of the accounts. A value is agreed for insurance purposes which represents the cost of restoration and repair in the event of a serious loss.

Principal Accounting Policies

Heritage Assets and Inventory

The Chapter does not consider that reliable cost or valuation information can be obtained for items recorded in inventory prepared under s24 of the Care of Cathedrals Measure 2011. The age, variety and lack of comparable market data would make any attempt at valuation extremely onerous and costly compared with the benefit derived by users of the accounts.

Similarly, the Chapter considers that obtaining valuations for the books, manuscripts and artefacts and other heritage assets in its care would involve disproportionate cost compared with the benefit derived by users of the accounts. Consequently no values are attributed to heritage assets in the balance sheet.

Heritage assets acquired are not capitalised in the balance sheet. The Chapter considers that the inclusion of isolated assets would give the reader of the accounts a false impression of the true value of heritage assets in its care.

The Cathedral has a policy of retaining its heritage assets for the long term and cannot dispose of these assets without the agreement of the Cathedral Fabric Commission for England (CFCE)/Church Commissioners. Heritage items are generally acquired by donation.

Expenditure to preserve and maintain objects recorded in the Inventory or held as heritage assets is recognised in the statement of financial activities in the year that the expenditure is incurred.

Other fixed assets

Items of plant, machinery, vehicles, office equipment, loose tools, furniture and fittings costing in excess of £1,000 are capitalised and depreciated at rates calculated to write off their original cost over the expected useful life of the assets concerned as follows:

- Motor vehicles - 5 years
- Computer and telephone system - 3 years
- Fire alarm system - 10 years
- Shop fittings - 8 years
- Other furniture, fixtures and fittings - 5 years
- Museum & Shelf fitting - 8 years
- Audio Visual Project - 8 years

Stock and work in progress

Stock and work-in-progress are valued at the lower of cost and net realisable value.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or that have a maturity of less than three months from the date of investment or acquisition. Deposits made for longer than three months but less than one year have been disclosed as short term deposits.

Principal Accounting Policies

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Chapter anticipates it will pay to settle the debt.

Funds held as Trustee

In addition to the Trust Funds which are for the benefit of the Cathedral and included in Restricted Funds, the Chapter acts as Trustee for a number of other Trust Funds of which the Cathedral is not a beneficiary. These funds are included as creditors in the financial statements of the Cathedral.

Funds structure

Funds are divided between Permanent, Restricted and Unrestricted funds. These are described in note 1 to these accounts.

Pensions

The Chapter operates a money purchase pension scheme with defined contribution levels together with a Group Personal Pension Scheme whereby the Chapter agrees to pay, for eligible employees, a defined contribution into the member's individual pension plan. The charge in the Statement of Financial Activities represents the amounts payable in respect of the year.

The Cathedral also participates in the Church of England Funded Pension Scheme which is a defined benefit scheme. It is not possible to identify the assets and liabilities that are attributable to the Cathedral and therefore the normal contributions to the scheme are recognised when payable. The present value of the expected deficit recovery contributions is recognised as a liability at the balance sheet date. The amount is reviewed annually taking into account any changes to the deficit contribution rate or the implicit rate of interest used in discounting the liability.

Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

**Notes to the financial statements
for the year ended 31 March 2024**

1 Funds

Funds are divided between Permanent, Restricted and Unrestricted.

1.1 The Permanent Fund represents the Corporate Estate of the Chapter and, as an endowment fund, cannot be expended, although it may be realised and reinvested in a different form. Also included is the capital of trust funds of which the Chapter is the Trustee and which are for the benefit of the Cathedral.

1.2 The Restricted Funds may only be applied for particular purposes. Brief descriptions of these Funds are:

Fabric Maintenance Fund

This fund may only be applied towards repairs and major works of refurbishment to the fabric of the Cathedral.

Music and Choir Fund

This fund may only be used to meet the costs of the Choir and the provision of Music in the Cathedral generally.

International Study Centre/Canterbury Cathedral Lodge (I S C) Capital Fund

This fund receives all donations, grants and legacies that are specified to be used in connection with the Canterbury Cathedral Lodge.

ISC Scholarship Fund

This fund receives donations, grants and legacies specified for use towards the courses and training run by The Chapter of Canterbury for new Bishops and Seminarians.

The Ivor Read Charity and Ivor Read Maintenance Fund

In 2017 the trustees of The Ivor Read Charity distributed the assets of the charity to the beneficiaries. Canterbury Cathedral became the sole beneficiary of the charity. The Ivor Read Maintenance Fund was established from the assets transferred from the charity. The funds can only be used for the repair and maintenance of the Cathedral.

Other Restricted Funds

This group includes other funds (including any accumulated income from trust funds) which have been given for various specific purposes.

1.3 The Unrestricted Funds are those which can be applied for any of the purposes for which the Chapter was established.

General Fund

This is the main unrestricted fund through which are passed all the regular items of income and expenditure relating to the day-to-day running of the Cathedral.

Designated Funds

When appropriate the Chapter will set aside sums within unrestricted funds for certain specified purposes. These are termed "Designated Funds". If in due course they are not required for those purposes they may be transferred back to the General Fund.

1.4 In addition to the Trust Funds which are for the benefit of the Cathedral and included in the Restricted Funds mentioned above, the Chapter acts as Trustee for a number of other Trust Funds of which the Cathedral is not a beneficiary. These funds are included as creditors in the accounts of the Cathedral.

Notes to the financial statements
for the year ended 31 March 2024

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
2 Income and endowments from:						
Donations and legacies						
Donations	324	105	429	322	93	415
Gift aid on donations	17	2	19	35	3	38
The Friends of Canterbury Cathedral	16	91	107	-	423	423
Canterbury Cathedral Trust Fund	-	1,076	1,076	-	594	594
Canterbury Cathedral Trust Fund - Canterbury Journey (note 15)	-	-	-	-	387	387
Legacies	-	12	12	5	12	17
	<u>357</u>	<u>1,286</u>	<u>1,643</u>	<u>362</u>	<u>1,512</u>	<u>1,874</u>
Other Grants in support of mission						
Church Commissioners	8	211	219	14	120	134
Heritage Lottery Fund - Canterbury Journey (note 15)	-	-	-	-	427	427
Other	2	53	55	97	24	121
	<u>10</u>	<u>264</u>	<u>274</u>	<u>111</u>	<u>571</u>	<u>682</u>
Charges and fees arising in the course of mission						
Facility fees	331	-	331	382	6	388
Canterbury Cathedral Lodge (International Study Centre)	2,059	-	2,059	1,941	-	1,941
Library, Archives, Schools and Courses income	46	-	46	47	-	47
	<u>2,436</u>	<u>-</u>	<u>2,436</u>	<u>2,370</u>	<u>6</u>	<u>2,376</u>
Trading and fundraising						
Admission fees from visitors	3,873	2	3,875	2,854	-	2,854
Gift aid on annual admissions	145	-	145	173	-	173
Other income from visitors	167	-	167	127	-	127
Gross income from trading and other activities	1,435	-	1,435	1,277	-	1,277
	<u>5,620</u>	<u>2</u>	<u>5,622</u>	<u>4,431</u>	<u>-</u>	<u>4,431</u>
Investments						
Property	2,311	42	2,353	1,994	42	2,036
Listed investments and interest receivable	108	438	546	20	366	386
	<u>2,419</u>	<u>480</u>	<u>2,899</u>	<u>2,014</u>	<u>408</u>	<u>2,422</u>
Total income	<u>10,842</u>	<u>2,032</u>	<u>12,874</u>	<u>9,288</u>	<u>2,497</u>	<u>11,785</u>
3 Expenditure on:						
Raising Funds						
Costs of facilities for visitors	822	-	822	655	-	655
Gross costs of trading and other activities	962	-	962	891	-	891
Investment property costs	564	-	564	830	-	830
Support services (note 21)	551	-	551	529	-	529
	<u>2,899</u>	<u>-</u>	<u>2,899</u>	<u>2,905</u>	<u>-</u>	<u>2,905</u>

Notes to the financial statements
for the year ended 31 March 2024

4 Expenditure on Charitable Activities:	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	funds	funds	funds	funds	funds	funds
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Ministry						
Clergy stipends and working expenses	221	137	358	188	120	308
Clergy housing costs	82	-	82	129	-	129
Services and music costs	1,060	491	1,551	799	512	1,311
Major repairs & restoration	-	91	91	-	58	58
Support services (note 21)	339	-	339	323	-	323
	<u>1,702</u>	<u>719</u>	<u>2,421</u>	<u>1,439</u>	<u>690</u>	<u>2,129</u>
Cathedral and precincts upkeep						
Major repairs and restoration	-	788	788	-	275	275
Maintenance and interior upkeep	825	15	840	981	172	1,153
Cathedral insurance	102	-	102	93	-	93
Precincts, security and gardens upkeep	816	(30)	786	727	47	774
Support services (note 21)	583	-	583	553	-	553
	<u>2,326</u>	<u>773</u>	<u>3,099</u>	<u>2,354</u>	<u>494</u>	<u>2,848</u>
Education and outreach						
Canterbury Cathedral Lodge (ISC)	2,020	-	2,020	1,905	194	2,099
Schools department & courses	165	182	347	103	67	170
Archives and Library	211	36	247	238	1	239
Charitable giving	15	-	15	78	-	78
Support services (note 21)	350	-	350	343	-	343
	<u>2,761</u>	<u>218</u>	<u>2,979</u>	<u>2,667</u>	<u>262</u>	<u>2,929</u>
Other expenditure	<u>96</u>	<u>18</u>	<u>114</u>	<u>-</u>	<u>27</u>	<u>27</u>
The Canterbury Journey Project (note 15)						
Major repairs, conservation and improvements	9	-	9	156	244	400
Exhibition, education and interpretation	-	-	-	-	22	22
Professional fees	169	-	169	21	343	364
Direct staff and other costs	15	-	15	125	253	378
	<u>193</u>	<u>-</u>	<u>193</u>	<u>302</u>	<u>862</u>	<u>1,164</u>
Total	<u>7,078</u>	<u>1,728</u>	<u>8,806</u>	<u>6,762</u>	<u>2,335</u>	<u>9,097</u>

Notes to the financial statements
for the year ended 31 March 2024

5 Investment property	Unrestricted Fund £'000	Restricted Fund £'000	Permanent Fund £'000	Total £'000
Market value at 1 April 2023	787	750	31,130	32,667
Transfer from Non Investment Properties	-	-	601	601
Transfer to Non Investment Properties (note 7)	-	-	-	-
Net decrease on revaluation	-	-	(135)	(135)
Market value 31 March 2024	787	750	31,596	33,133
Net increase on revaluation year ended 31 March 2023	33	-	681	714

All investment property is freehold and appears at Market Value. The valuations have been made for the purpose of these accounts by the Estates Surveyor Mrs N.Beldin BSc(Hons), MRICS. They are based on various specific assumptions regarding occupation and use appropriate to each property at the balance sheet date using her knowledge of the property market in Canterbury, which has been supplemented by advice on the value of some properties by an independent firm of Chartered Surveyors. The entire portfolio was revalued in the year in accordance with the requirements of the RICS Global Standards 2022.

6 Listed Investments	Unrestricted Fund £'000	Restricted Fund £'000	Permanent Fund £'000	Total £'000
Market value at 1 April 2023	795	8,696	2,310	11,801
Additions	4	65	30	99
Net gains on disposals and revaluations	61	601	154	816
Market value 31 March 2024	860	9,362	2,494	12,716
Analysed as follows:				
Sarasin Endowments Fund Units	860	7,894	2,038	10,792
Schroder Charity Multi-Asset Fund Units	-	725	-	725
Schroder Income Fund Units	-	743	-	743
COIF Units	-	-	448	448
CBF Investments	-	-	8	8
	860	9,362	2,494	12,716

7 Tangible Fixed Assets: Non-investment properties International Study Centre (ISC) also known as Canterbury Cathedral Lodge	Unrestricted Fund £'000	Restricted Fund £'000	Permanent Fund £'000	Total £'000
Depreciated replacement cost value at 1 April 2023	-	-	5,557	5,557
Net decrease on revaluation	-	-	350	350
Depreciated replacement cost value at 31 March 2024	-	-	5,907	5,907

The valuation of the ISC increased by £505k in the year ended 31 March 2023.

Other non investment property	Unrestricted Fund £'000	Restricted Fund £'000	Permanent Fund £'000	Total £'000
Market value at 1 April 2023	608	-	11,238	11,846
Net transfer to Investment Properties	-	-	(601)	(601)
Net increase on revaluation	-	-	83	83
Market value 31 March 2024	608	-	10,720	11,328
Net increase on revaluation year ended 31 March 2023	43	-	115	158

Non-investment properties are held and used as follows:

At 31 March 2024				
for Cathedral clergy, choir and staff housing	-	-	6,230	6,230
for Cathedral trading activities	-	-	2,487	2,487
for Cathedral maintenance and administration	608	-	2,003	2,611
	608	-	10,720	11,328

Notes to the financial statements for the year ended 31 March 2024

7 Continued

All the non-investment properties are freehold: they are valued for the purpose of these accounts by Mrs N.Beldin BSc(Hons), MRICS, in accordance with the Regulations on Accounting and Reporting by English Anglican Cathedrals. All properties were valued in the year in accordance with the RICS Global Standards 2022.

Canterbury Cathedral Lodge (ISC) has been valued on a depreciated replacement cost basis, as provided for in the Cathedral Regulations.

The valuations of other non investment properties are based on various specific assumptions regarding occupation and use of each property at the balance sheet date with, where appropriate, allowance being made for deferment to the date when legal possession can be obtained of properties occupied by members of the Chapter and staff under the terms of their employment.

In accordance with the Regulations, no value has been attributed to the Cathedral and its ancillary buildings (see note 8).

8 Assets not recognised in the Balance Sheet

Cathedral, Ancillary Buildings and Inventory

The history of Canterbury Cathedral goes back to 597AD when St Augustine, sent by Pope Gregory the Great as a missionary, established his seat (or 'Cathedra') in Canterbury. The oldest part of the current building is the crypt which dates back to the 11th century. The rest of the existing building was mostly constructed between 1175 and 1405 and was substantially completed in its current form by 1498. It stands in the centre of Canterbury within its own walled precincts surrounded by medieval buildings and ruins. Parts of the monastery's Granary, Bakery and Brewery still stand along with a Romanesque Water Tower which was once the centre of the monastic water supply. The Chapter House leading off the Cloisters is the largest of its kind in England. The Cathedral has some of the finest stained glass in the country including some which dates to the 12th and 13th centuries.

Objects considered to be of architectural, archaeological, artistic or historic interest are recorded in the Inventory in accordance with S13(1) of the Care of Cathedrals Measure 1990. These objects are held primarily for use by the Cathedral in its mission or have been vested in Chapter over time and are held as part of the historical record of the Cathedral.

No value is attributed to the Cathedral, ancillary buildings or items recorded in the Inventory as explained in the accounting policy note.

The Chapter has a statutory duty under the Cathedrals Measure 2021 to manage and maintain the Cathedral, its contents and other buildings and monuments. Chapter has a planned programme of major restoration works to the Cathedral and other buildings which is informed by a full quinquennial review by the Surveyor to the Fabric. Works are overseen by the Clerk of Works and the Surveyor to the Fabric. The majority of the conservation and repair is carried out by highly skilled craftsmen and women employed by the Cathedral.

Conservation and Management of Heritage Assets

No value is attributed to Heritage Assets as explained in the accounting policy note.

Since the Reformation, a series of donations have formed the core of the holdings now in the Cathedral Library. The Library contains about 30,000 books and pamphlets printed before 1900, and an expanding collection of some 20,000 books and serials published in the 20th and 21st centuries. It is particularly rich in books on church history, older theology, national and local history, travel, natural science, medicine and the anti-slavery movement.

**Notes to the financial statements
for the year ended 31 March 2024**

8 Continued

The Cathedral also has an archive which dates from the 8th century and is particularly rich in charters, accounts and court material from the Middle Ages. Amongst other records it includes records of the Cathedral's estates, records relating to the Cathedral and precincts buildings, records relating to the monks, clergy and lay personnel of the Cathedral, and surviving manuscripts and service books from the medieval Cathedral.

The Cathedral Archive is also home to two very significant collections of artefacts. The first of these is the original silk vestments of Archbishop Hubert Walter (d.1205). The second is the collection of objects acquired by Dr John Bargrave, a canon of Canterbury Cathedral, during his travels around Europe between 1645 and 1660.

The collections in the Archives and Library are managed by a Librarian and Archivist. The collections are maintained under strictly controlled environmental conditions to ensure their long term protection. Necessary conservation works are carried out by trained conservators. The Library and Archive welcomes researchers with interests in the collections. Due to its unique nature, access to parts of the collection is restricted although the Bargrave Collection is available as a virtual tour through the Cathedral's website.

There have been a number of new accessions to the Archives collections and to the printed book collection over the last 5 years. These have been highlighted each year in the report to the accounts. The most notable accession this year was the oil painting of the quire by Thomas Johnson, painted in 1657, allocated to the Cathedral under the Acceptance in Lieu scheme. The Cathedral also received a 'Heritage Edition' of the St John's Bible, a gift from St John's Abbey and University in Minnesota through a private donor. The St John's Bible is a handwritten illuminated Bible in large format, in seven volumes.

9 Other tangible fixed assets

	Shop fixtures and fittings £'000	Other fixed assets & fire alarm system £'000	Computers and telephone system £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April 2023	212	3,485	1,631	155	5,483
Additions	14	17	58	-	89
Disposals	-	(465)	(451)	(2)	(918)
At 31 March 2024	226	3,037	1,238	153	4,654
Depreciation					
At 1 April 2023	147	2,368	1,299	150	3,964
Charge for year	17	102	114	5	238
Depreciation on disposals	-	(462)	(451)	(2)	(915)
At 31 March 2024	164	2,008	962	153	3,287
Net book values					
At 31 March 2024	62	1,029	276	-	1,367
At 31 March 2023	66	1,114	333	5	1,518
Entity-only balance sheet (i.e. excluding shop fixtures and fittings)					
Net book values at 31 March 2024		1,027	277	-	1,304
Net book values at 31 March 2023		1,114	333	5	1,452

Notes to the financial statements
for the year ended 31 March 2024

	2024 £'000	2023 £'000
10 Stocks		
General Stock	54	51
Stock of Stone	13	34
Entity stocks	67	85
Shop trading stocks	212	201
Total stocks	<u>279</u>	<u>286</u>
11 Debtors		
Trade debtors including rent receivable	747	692
Amounts owed by related undertakings	135	205
VAT	5	5
Other debtors	662	617
Total unrestricted fund debtors	<u>1,549</u>	<u>1,519</u>
Restricted fund legacies receivable and investment income	-	-
	<u>1,549</u>	<u>1,519</u>
Entity debtors		
Trade debtors including rent receivable	838	663
Amounts owed by related undertakings	286	194
VAT	5	5
Other debtors	639	600
Amounts owed by subsidiary company	324	378
Total unrestricted fund debtors	<u>2,092</u>	<u>1,840</u>
Restricted fund legacies receivable and investment income	-	-
	<u>2,092</u>	<u>1,840</u>
12 Creditors		
Bank Loan	800	800
Expense creditors	562	470
Rent and insurance in advance	564	513
VAT	144	84
Taxation	-	-
Accruals	406	460
Other creditors	1,141	1,138
	<u>3,617</u>	<u>3,465</u>
Entity creditors		
Bank Loan	800	800
Expense creditors	525	402
Rent and insurance in advance	564	539
VAT	132	84
Accruals	377	308
Other creditors	1,142	1,144
Total unrestricted fund creditors	<u>3,540</u>	<u>3,277</u>
Restricted fund other creditors and accruals	-	-
	<u>3,540</u>	<u>3,277</u>

The Chapter acts as trustee for a number of trusts which are not for the benefit of Canterbury Cathedral.

The value of the trusts at 31 March 2024 included within creditors on the balance sheet and which are represented by investments and cash was £181,000 (2023: £244,000).

Notes to the financial statements
for the year ended 31 March 2024

13 Liabilities due after more than one year	Unrestricted	
	2024 £'000	2023 £'000
Coronavirus Business Interruption Loan	1,267	2,066
Other Creditors	143	-
	<u>1,410</u>	<u>2,066</u>

A £4m loan was advanced in November 2020 by the charity's bank. No interest was payable on the loan for the initial 12 months. The Interest rate was fixed for five years at 2.79%. The loan is repayable in 60 equal consecutive monthly instalments commencing November 2021 and is secured by way of a formal first charge over three freehold properties. Liabilities due within one year include £800,000 being amounts repayable on the loan within one year.

Notes to the financial statements
for the year ended 31 March 2024

14 Analysis of consolidated reserves

	Opening balance £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	Capital gains/(losses) £'000	Closing balance £'000
Income Funds						
Unrestricted Funds						
The Cathedral including Cathedral Enterprises	4,563	10,842	(9,977)	45	61	5,534
Designated for future marketing to visitors	43	-	-	-	-	43
Designated for future costs for the Girls' choir	2	-	-	-	-	2
	<u>4,608</u>	<u>10,842</u>	<u>(9,977)</u>	<u>45</u>	<u>61</u>	<u>5,579</u>
Restricted Funds						
Fabric Maintenance including stained glass	2,598	926	(748)	-	191	2,967
Ivor Read Fabric Maintenance Fund	4,404	183	(8)	-	222	4,801
The Ivor Read Charity	761	-	-	-	-	761
ISC Capital	241	5	33	(7)	-	272
Music and Choir (incorporating Cathedral Organ)	1,828	498	(493)	-	145	1,978
Chapels	34	1	-	-	-	35
Church Commissioners	-	210	(210)	-	-	-
Canterbury Journey Fund (see note 15)	(3)	-	-	-	-	(3)
Friends	154	106	(101)	(38)	7	128
ISC Scholarship	729	94	(144)	-	36	715
Jackman	83	2	(38)	-	-	47
Triforium	38	1	-	-	-	39
Other	156	6	(19)	-	-	143
Total restricted funds	<u>11,023</u>	<u>2,032</u>	<u>(1,728)</u>	<u>(45)</u>	<u>601</u>	<u>11,883</u>
Trust Fund Income balances						
For the benefit of Music and Choir	34	-	-	(30)	-	4
For the benefit of the cathedral and precincts	10	-	-	-	-	10
For the benefit of education, the library and Archives	4	-	-	-	-	4
	<u>48</u>	<u>-</u>	<u>-</u>	<u>(30)</u>	<u>-</u>	<u>18</u>
Total restricted and Trust Fund income balances	<u>11,071</u>	<u>2,032</u>	<u>(1,728)</u>	<u>(75)</u>	<u>601</u>	<u>11,901</u>
Permanent Funds						
Corporate estate of the Cathedral	<u>47,943</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>298</u>	<u>48,241</u>
Trust fund capital balances						
For the benefit of Music and Choir						
A G Halford Bequest	223	-	-	-	22	245
Spence Cathedral Choir Fund	1,852	-	-	-	112	1,964
Crawford Benefaction	61	-	-	-	6	67
Other	51	-	-	-	3	54
	<u>2,187</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>143</u>	<u>2,330</u>
For the benefit of the cathedral and precincts						
FE Cleary precincts fund	89	-	-	-	9	98
Other	26	-	-	-	2	28
	<u>115</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>11</u>	<u>126</u>
For the benefit of education, the library, archives						
WE/EM Church endowment fund	14	-	-	-	-	14
Total Trust fund capital balances	<u>2,316</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>154</u>	<u>2,470</u>
Total permanent and Trust Fund capital	<u>50,259</u>	<u>-</u>	<u>-</u>	<u>30</u>	<u>452</u>	<u>50,741</u>
Total reserves	<u>65,938</u>	<u>12,874</u>	<u>(11,705)</u>	<u>-</u>	<u>1,114</u>	<u>68,221</u>

Comparative information for the year ended 31 March 2023 is included in the appendix.

For further details of the funds, see note 1.

Notes to the financial statements
for the year ended 31 March 2024

15 The Canterbury Journey Project

	Unrestricted £ 000	Restricted £ 000	2024 Total £ 000	2023 Total £ 000
Income				
NLHF Grant	-	-	-	427
Canterbury Cathedral Trust Fund	-	-	-	387
Other	-	-	-	45
				<u>859</u>
Expenditure				
Project Costs	193	-	193	(1,164)
	<u>193</u>	<u>-</u>	<u>193</u>	<u>(305)</u>

As shown in note 4, within the current financial year there were no costs that were met from restricted income.

Total costs of £193,000 were incurred by the Cathedral for costs associated with the project. Note 4 shows the break down of these costs.

16 Commitments under operating leases

The Chapter has a commitment to make payments under an operating lease for photocopiers. This lease expires in July 2026. The commitment shown includes the element of disallowed VAT.

Amounts payable:	2024 £ 000	2023 £ 000
Within one year	14	14
Within two to five years	7	18
	<u>21</u>	<u>32</u>

17 Auditor's remuneration

	2024 £'000	2023 £'000
Audit Services	33	33
Other Services - VAT / Gift Aid advice	0	7
Other Services - Audit of Subsidiary	8	8
	<u>41</u>	<u>48</u>

18 Employee information

The average weekly number of employees during the year was 159 (2023: 154) full-time equivalents and 234 (2023: 231) based on headcount. These are analysed as follows:

	2024		2023	
	FTE	Headcount	FTE	Headcount
Cathedral staff (including Welcome Centre, Virgiers and Music)	43	76	36	65
Works department (including Stained Glass studio)	38	44	38	50
Canterbury Cathedral Lodge (International Study Centre)	28	45	30	49
Cathedral shop	8	14	8	14
Administration (including Friends and Security)	42	55	42	53
	<u>159</u>	<u>234</u>	<u>154</u>	<u>231</u>

19 Earnings of employees and key management personnel

Staff costs (including those in respect to Chapter members) during the year were as follows:

	2024 £'000	2023 £'000
Salaries and Stipends	4,828	4,906
National Insurance Costs	433	425
Other Pension Costs	359	339
	<u>5,620</u>	<u>5,670</u>

Redundancy costs of £0k included in the above were incurred in the year (2023: £96k).

Notes to the financial statements for the year ended 31 March 2024

19 Earnings of employees and key personnel (continued)

There were 2 employees whose earnings fell in the band £70,000 to £80,000 (2023: two), 1 employee whose earnings fell in the band £80,000 to £90,000 (2023: nil), and nil employees whose earnings fell in the band £90,000 to £100,000 (2023: one).

Members of the Chapter received the following remuneration in the year:	Salary	Pension
	£'000	Contributions £'000
The Dean	40	8
Canon Precentor	19	5
Canon Librarian	32	6
Archdeacon	37	6
Canon Treasurer	32	7
Canon Missioner	32	7

The remuneration and pension provision for Clerical members of the Chapter was paid in accordance with the scales laid down annually by the National Church Institutions.

Expenses paid to members of the Chapter amounted to £7,068 incurred by five members of Chapter (2023: £3,370, incurred by four members of Chapter). These relate to travelling, hospitality and other working expenses.

Key management personnel include the members of Chapter, the Receiver General and Director of Finance and Planning. The total remuneration of key management personnel, including employer's national insurance and pension contributions was £426,340 (2023: £354,024).

20 Pensions

The Chapter continued to operate a Group Personal Pension Scheme whereby the Chapter agrees to pay, for eligible employees, a defined contribution into the member's individual pension plan. An insurance company independently administers contributions to the scheme. The pension cost charge represents contributions payable by the Chapter to the scheme and amounted to £341,228 (2023: £331,389). Contributions of £Nil (2023: £Nil) were payable to the scheme at the year end.

The Chapter continued to operate a money purchase pension scheme with defined contribution levels, which is closed to new members. An insurance company independently administers the scheme. No contributions were payable by the Chapter to the scheme (2023: £Nil).

The Chapter participates in the Church of England Funded Pensions Scheme for stipendiary clergy. This scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Responsible Bodies.

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

The scheme is considered to be a multi-employer scheme as described in section 28 of FRS102. This means it is not possible to attribute the Scheme's assets and liabilities to a specific Responsible Body and this means that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the statement of financial activities (SoFA) in the year are contributions payable towards benefits and expenses accrued in that year.

There was one active member of the scheme in the year (2023: two)

A valuation of the Scheme is carried out once every three years. The most recent Scheme valuation completed was carried out at 31 December 2021. The 2021 valuation revealed a surplus of £560m, based on assets of £2,720m and a funding target of £2,160m, assessed using appropriate assumptions.

The most recent statement shows a balance sheet deficit recovery liability of £Nil at 31 December 2023 (2022:£0). Contributions paid for the year to 31 March 2024 were £13,800 (2023:£15,040).

**Notes to the financial statements
for the year ended 31 March 2024**

21 Support services

These comprise:

	2024	2023
	£000	£000
Administration and finance	1,179	1,096
Information technology	366	391
Personnel and training	278	261
	<u>1,823</u>	<u>1,748</u>
Support Services include Governance costs of	<u>33</u>	<u>33</u>

These have been apportioned based on estimated time spent per category and these equate to approximately 30.2% to the cost of raising funds, 18.6% to ministry, 32.0% to cathedral and precincts upkeep and 19.2% to education and outreach (see notes 3 and 4).
Redundancy Costs of £nil have been included within the above note (2023: £96,064).

22 Corporation Tax

No Corporation Tax is due on any surpluses generated from the sale of spare accommodation capacity in the Cathedral Lodge during the year. There were sufficient tax losses brought forward to cover any potential liability.

23 Capital Commitments

There were no capital commitments at the year end (2023: nil)

24 Related Entities

24.1 Controlled by the Chapter

The Chapter has one wholly owned subsidiary company, Cathedral Enterprises Limited, (company registration number 3295400 England and Wales) which carries out Cathedral trading activities. Taxable Profits if any are transferred to the Cathedral via a Gift Aid compliant Deed of Covenant. Cathedral Enterprises Limited pays a commercial rent to the Cathedral for the premises which it occupies. This and other transactions between the two entities are eliminated on consolidation.

The Ivor Read Charity (Charity Registration No 298061) is a registered charity with the principal object of making payment to Canterbury Cathedral for the benefit of the maintenance of the fabric of the cathedral. The Chapter of Canterbury became the sole trustee of the charity on 11 December 2017.

The only asset held by the Ivor Read Charity is land comprising a golf course in the South East of England which has been valued at £750,000 and is included within these accounts as an investment property asset, within restricted funds. Rental income is recognised in the consolidated accounts along with any expenditure incurred.

24.2 Not controlled by the Chapter

There are two Charities which are wholly for the benefit of the Cathedral but which are not controlled by the Chapter, these being The Friends of Canterbury Cathedral and The Canterbury Cathedral Trust Fund.

The accounts for the year ended 31 March 2024 are summarised as follows:

	The Friends of Canterbury Cathedral £000	The Canterbury Cathedral Trust £000
Income and Expenditure Account		
Gross Income	<u>416</u>	<u>497</u>
Net surplus before revaluation and grant commitments	<u>272</u>	<u>422</u>
Grant funding to Cathedral	<u>450</u>	<u>1,102</u>
Balance Sheet		
Investments	1,246	5,984
Net Current Assets	406	962
Net Assets	<u>1,652</u>	<u>6,946</u>

**Notes to the financial statements
for the year ended 31 March 2024**

24.2 Not controlled by the Chapter (continued)

The figures are taken from the audited accounts of Canterbury Cathedral Trust Fund and the independently reviewed accounts of The Friends of Canterbury Cathedral.

Canterbury Cathedral Trust Fund has a policy of recognising grants when they are committed whereas the income recognised in the accounts of Canterbury Cathedral represents only the grants receivable for project expenditure incurred in the year.

Except for transactions included in notes 19 and 24 there are no related party transactions which require disclosure.

Consolidated statement of financial activities for the year ended 31 March 2023

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2023	Total Funds 2022
	Note	£'000	£'000	£'000	£'000	£'000
Income and Endowments from:						
Donations and legacies		362	1,512	-	1,874	1,670
Covid-19 grants including Coronavirus Job Retention Scheme funds		-	-	-	-	1,548
Other Grants in support of mission		111	571	-	682	2,157
Charges and fees arising in the course of mission		2,370	6	-	2,376	1,871
Trading and fundraising		4,431	-	-	4,431	2,775
Investments		2,014	408	-	2,422	2,291
Total Income	2	9,288	2,497	-	11,785	12,312
Expenditure on:						
Raising funds	3	2,905	-	-	2,905	2,134
Charitable activities:						
Ministry	4	1,439	690	-	2,129	2,002
Cathedral and precincts upkeep	4	2,354	494	-	2,848	2,907
Education and outreach	4	2,667	262	-	2,929	2,206
Other expenditure:	4	-	27	-	27	115
The Canterbury Journey Project	4	302	862	-	1,164	2,152
		6,762	2,335	-	9,097	9,382
Total Expenditure		9,667	2,335	-	12,002	11,516
Net (expenditure)/income before investment (losses)/gains		(379)	162	-	(217)	796
Net gains/(losses) on investments						
Investment property	5	33	-	681	714	787
Listed investments	6	(49)	(540)	(105)	(694)	371
Total net (losses)/gains on investments		(16)	(540)	576	20	1,158
Net (expenditure)/income before transfers		(395)	(378)	576	(197)	1,954
Gross transfers between funds	14	177	(177)	-	-	-
Net (expenditure)/income		(218)	(555)	576	(197)	1,954
Other recognised gains/(losses) on revaluation						
International Study Centre	7	-	-	505	505	(180)
Non investment property	7	43	-	115	158	1,519
Net movement in funds		(175)	(555)	1,196	466	3,293
Reconciliation of funds:						
Total funds brought forward		4,783	11,626	49,063	65,472	62,179
Total funds carried forward		4,608	11,071	50,259	65,938	65,472

The Statement of Financial Activities includes all gains and losses recognised in the year.

**Consolidated balance sheet
at 31 March 2023**

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2023
	Note	£'000	£'000	£'000	£'000
Fixed Assets					
Investment assets					
Property	5	787	750	31,130	32,667
Listed Investments	6	795	8,696	2,310	11,801
		<u>1,582</u>	<u>9,446</u>	<u>33,440</u>	<u>44,468</u>
Tangible fixed assets					
International Study Centre	7	-	-	5,557	5,557
Other property	7	608	-	11,238	11,846
Other tangible assets	9	1,518	-	-	1,518
		<u>2,126</u>	<u>-</u>	<u>16,795</u>	<u>18,921</u>
Total fixed assets		<u>3,708</u>	<u>9,446</u>	<u>50,235</u>	<u>63,389</u>
Current Assets					
Stocks	10	286	-	-	286
Debtors	11	1,519	-	-	1,519
Cash at bank and in hand		4,626	1,625	24	6,275
		<u>6,431</u>	<u>1,625</u>	<u>24</u>	<u>8,080</u>
Liabilities due within one year					
Creditors	12	3,465	-	-	3,465
Net current assets		<u>2,966</u>	<u>1,625</u>	<u>24</u>	<u>4,615</u>
Total assets less current liabilities		6,674	11,071	50,259	68,004
Liabilities due after more than one year					
Bank Loan	13	2,066	-	-	2,066
Total net assets		<u>4,608</u>	<u>11,071</u>	<u>50,259</u>	<u>65,938</u>
Funds					
General	14	4,563	-	-	4,563
Designated	14	45	-	-	45
Restricted	14	-	11,023	-	11,023
Trust Funds	14	-	48	2,316	2,364
Corporate Estate	14	-	-	47,943	47,943
		<u>4,608</u>	<u>11,071</u>	<u>50,259</u>	<u>65,938</u>

Revaluation reserves of £3.742m (2022: £4.436m) are included in the above funds relating to non-property investments of which £1.055m (2022: £1.104m) relates to the permanent fund, £2.397m (2022: £2.937m) to restricted funds and £0.290m (2022: £0.395m) to general funds. The revaluation reserve for property cannot be determined given the historic nature of some

**Entity-only balance sheet
at 31 March 2023**

		Unrestricted Funds	Restricted Funds	Permanent Funds	Total Funds 2023
	Note	£'000	£'000	£'000	£'000
Fixed Assets					
Investment assets					
Property	5	787	750	31,130	32,667
Listed investments	6	795	8,696	2,310	11,801
Investment in Subsidiary	24	190	-	-	190
		<u>1,772</u>	<u>9,446</u>	<u>33,440</u>	<u>44,658</u>
Tangible fixed assets					
International Study Centre	7	-	-	5,557	5,557
Other property	7	608	-	11,238	11,846
Other tangible assets	9	1,452	-	-	1,452
		<u>2,060</u>	<u>-</u>	<u>16,795</u>	<u>18,855</u>
Total fixed assets		<u>3,832</u>	<u>9,446</u>	<u>50,235</u>	<u>63,513</u>
Current Assets					
Stocks	10	85	-	-	85
Debtors	11	1,657	-	-	1,657
Loan to Subsidiary	11	183	-	-	183
Cash at bank and in hand		4,120	1,625	24	5,769
		<u>6,045</u>	<u>1,625</u>	<u>24</u>	<u>7,694</u>
Liabilities due within one year					
Creditors	12	3,277	-	-	3,277
		<u>2,768</u>	<u>1,625</u>	<u>24</u>	<u>4,417</u>
Net current assets		<u>2,768</u>	<u>1,625</u>	<u>24</u>	<u>4,417</u>
Total assets less current liabilities					
Liabilities due after more than one year		6,600	11,071	50,259	67,930
Bank Loan	13	2,066	-	-	2,066
		<u>4,534</u>	<u>11,071</u>	<u>50,259</u>	<u>65,864</u>
Total net assets		<u>4,534</u>	<u>11,071</u>	<u>50,259</u>	<u>65,864</u>
Funds					
General		4,489	-	-	4,489
Designated	14	45	-	-	45
Restricted	14	-	11,023	-	11,023
Trust Funds	14	-	48	2,316	2,364
Corporate Estate	14	-	-	47,943	47,943
		<u>4,534</u>	<u>11,071</u>	<u>50,259</u>	<u>65,864</u>

Notes to the financial statements
for the year ended 31 March 2023

Analysis of consolidated reserves

	Opening balance £'000	Income £'000	Expenditure £'000	Transfers between funds £'000	Capital gains/(losses) £'000	Closing balance £'000
Income Funds						
Unrestricted Funds						
The Cathedral including Cathedral Enterprises	4,738	9,288	(9,667)	177	27	4,563
Designated for future marketing to visitors	43	-	-	-	-	43
Designated for future costs for the Girls' choir	2	-	-	-	-	2
	<u>4,783</u>	<u>9,288</u>	<u>(9,667)</u>	<u>177</u>	<u>27</u>	<u>4,608</u>
Restricted Funds						
Fabric Maintenance	2,683	429	(441)	80	(153)	2,598
Ivor Read Fabric Maintenance Fund	4,486	137	(8)	-	(211)	4,404
The Ivor Read Charity	801	42	(2)	(80)	-	761
ISC Capital	435	-	(194)	-	-	241
Music and Choir (incorporating Cathedral Organ)	1,969	484	(509)	-	(116)	1,828
Chapels	34	-	-	-	-	34
Church Commissioners	-	120	(120)	-	-	-
Canterbury Journey Fund (see note 15)	(3)	862	(862)	-	-	(3)
Friends	104	290	(58)	(177)	(5)	154
ISC Scholarship	800	50	(66)	-	(55)	729
Jackman	83	-	-	-	-	83
Triforium	38	-	-	-	-	38
Other	148	83	(75)	-	-	156
Total restricted funds	<u>11,578</u>	<u>2,497</u>	<u>(2,335)</u>	<u>(177)</u>	<u>(540)</u>	<u>11,023</u>
Trust Fund Income balances						
For the benefit of Music and Choir	34	-	-	-	-	34
For the benefit of the cathedral and precincts	10	-	-	-	-	10
For the benefit of education, the library and Archives	4	-	-	-	-	4
	<u>48</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>48</u>
Total restricted and Trust Fund income balances	<u>11,626</u>	<u>2,497</u>	<u>(2,335)</u>	<u>(177)</u>	<u>(540)</u>	<u>11,071</u>
Permanent Funds						
Corporate estate of the Cathedral	46,642	-	-	-	1,301	47,943
Trust fund capital balances						
For the benefit of Music and Choir						
A G Halford Bequest	235	-	-	-	(12)	223
Spence Cathedral Choir Fund	1,934	-	-	-	(82)	1,852
Crawford Benefaction	64	-	-	-	(3)	61
Other	53	-	-	-	(2)	51
	<u>2,286</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(99)</u>	<u>2,187</u>
For the benefit of the cathedral and precincts						
FE Cleary precincts fund	94	-	-	-	(5)	89
Other	27	-	-	-	(1)	26
	<u>121</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(6)</u>	<u>115</u>
For the benefit of education, the library, archives						
WE/EM Church endowment fund	14	-	-	-	-	14
Total Trust fund capital balances	<u>2,421</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(105)</u>	<u>2,316</u>
Total permanent and Trust Fund capital	<u>49,063</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,196</u>	<u>50,259</u>
Total reserves	<u>65,472</u>	<u>11,785</u>	<u>(12,002)</u>	<u>-</u>	<u>683</u>	<u>65,938</u>