The FRIENDS of Canterbury Cathedral

The Friends of Canterbury Cathedral

Annual Report and Financial Statements

for the year ended 31 March 2026

Charity Registration Number: 1210093

The Friends of Canterbury Cathedral

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The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

This Report

The Trustees (known as the Friends' Council) have pleasure in presenting their Annual Report. This contains details of the Charity's activities during the year, plans for 2026-27, and the independently examined financial statements for the year ended 31 March 2026. Council confirms that this report, and the financial statements of the Charity which follow, comply with all current and relevant statutory requirements.

Constitution

The Friends of Canterbury Cathedral was established in 1927 as an unincorporated Society *'of those who through the payment of an annual or life subscription wished to assist the Dean and Chapter in caring for the Cathedral and preserving it for posterity'.*

In June 1968, the Chapter of Canterbury established the Society as a charity. The Charity's Trust Deed, dated 3 December 2014 was lodged with the Charity Commission on 6 May 2015. The Charity Number was 256575.

During the financial year 2024-2025, the Charity liaised with the Charity Commission to become a Charity Incorporated Organisation (CIO). Thus, on 31 December 2024, The Friends of Canterbury Cathedral Charity Number 256575 closed and all assets and liabilities were transferred to The Friends of Canterbury Cathedral Charity Number 1210093, which commenced on 1 January 2025.

This Report covers the activities of Charity Number 1210093 from 1 April 2025 until 31 March 2026.

A copy of the Constitution of Charity Number 1210093 is available from the Friends' Office upon request.

Council

Under the Constitution of the CIO, the Friends' Council should comprise seven Appointed Trustees (who are appointed after due process by the other Trustees), two ex officio Trustees (being the Dean of the Cathedral and the Lord-Lieutenant of Kent), and three Nominated Trustees (who are appointed by Chapter). Other than those who hold office ex officio, a Trustee's term of office is three years. This can be extended by a further three years, after which there has to be a gap of at least one year. The Chair is appointed by the Charity Trustees.

New Trustees are provided with information and guidance published by the Charity Commission on the responsibilities and duties of a Trustee. There is currently a vacancy for one Nominated Trustee. In addition, when special specific expertise is required, Associates may be recruited and appointed to sub-committees.

Management of the Charity

Council meets four times a year and agrees the broad strategy and activities of the Charity. Oversight of day-to-day operations is delegated by Council to a Management Committee, comprising up to five Appointed Trustees, one Nominated Trustee, and the Dean of Canterbury. The Management Committee's principal responsibilities, alongside the Chief Officer, are to assist Council with strategic planning and to act on behalf of Council. The Management Committee delegates to the Chief Officer and the Database Administrator and Membership Manager such matters as the recruitment and care of Friends, management of the Friends' database, fundraising, organising Friends' events, publications including newsletters, and social media and the Friends' pages on the Cathedral website.

The Friends' Council is also assisted by further sub-committees comprising a Finance Committee, a Grants Committee, a 100th Anniversary Committee, and, when required, a Working Group, and a Trustee Nominations Committee for Appointed Trustees.

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To ensure good governance, all sub-committees have Terms of Reference, and the Charity has the following Policies and Procedures:

- Anti-Bullying & Harassment
- Complaints
- Engaging External Speakers
- Financial Management & Control
- Financial Reserves
- Membership, Donations & Legacies
- Risk Register
- Safeguarding
- Serious Incident Reporting
- Staff Expenses
- Trustee Expenses

The Honorary Treasurer is responsible for monitoring income and expenditure and the management of assets and liabilities in accordance with the Policies agreed by Council. Day-to-day accounting is administered by the Friends' Chief Officer and the Friends' Database Administrator and Membership Manager, and by Chavereys Ltd, Accountants.

Principal risks and uncertainties
The Trustees have assessed the risks to which The Friends of Canterbury Cathedral is exposed and the steps which are being taken to minimise them. There is a Risk Register which is reviewed by the Management Committee every six months and by Council every December. In common with a general trend in international travel and tourism, the Cathedral is experiencing reduced visitor numbers which still remain 20% lower than pre-2020; thus, this continues to affect our ability to raise awareness of our Charity within the Cathedral and has added to the risks faced by our Charity. The key risks and the manner in which they are mitigated are as follows:

Maintenance of the membership roll: The success of The Friends' community and the impact it has on the Cathedral is dependent on maintaining as large a number of Friends on the roll as possible. The Charity is fortunate in that Friends are very loyal and committed to the Charity's aims and retention of Friends as members is therefore strong. In order to maintain this, there are good communications with The Friends' community by way of public opening hours of The Friends' Office; twice-yearly printed *Newsletters*; monthly Friends' fundraising events, and the annual *Chronicle*. The Charity is also promoted in the weekly Pew Sheet for Services in the Cathedral, especially important for one of the most-attended Services: Sunday Eucharist. Since January 2019, The Friends has sponsored the Post-Eucharist tea and coffee hospitality which takes place in the Cathedral Lodge on most Sunday mornings. This allows The Friends to not only assist with the Benedictine welcome given to the regular congregation and visitors but also allows us to promote the work of The Friends and our active community to those attending. *The FRIENDly Friday Newsletter* is sent out monthly to over two-thirds of our membership and remains a very popular part of membership benefits.

Finance and Investments: The administrative costs of running the Charity are kept to a minimum. The Honorary Treasurer maintains a close working relationship with the Charity's staff and our accounts are reviewed monthly and reported to the Management Committee on a regular basis. The Honorary Treasurer also makes a report on the financial position of the Charity at each Management Committee and Council meeting. The Honorary Treasurer also chairs the Finance Committee.

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The funds held by the Charity are essentially of a short- to medium-term nature. Funds not required for at least 12 months are invested with a professional investment manager. Performance is monitored against agreed benchmarks. The Charity holds annual reviews of the investment portfolio each year and the investment policy is then reviewed by Council each year. All investments are in line with Church of England guidelines for ethical investments.

As a result of the turbulent financial markets, dividends received from our investments have been variable. The Trustees continue to evaluate how this might impact on their capacity to assist the Cathedral over the next period. Following the steep rise in costs over the last two years, the Charity now warns Grant Applicants that it is not responsible for increased costs resulting from inflation; any such increase, and the precautions taken to avoid any increased costs, is the responsibility of the Grant Applicant and Chapter.

Grants and Donations: Trustees ensure that all requests from The Chapter of Canterbury meet the objects of The Friends. All applicants are required to complete a rigorous Grant Application form which is considered in detail by all Trustees. When projects are completed, Trustees require a Grant Completion and Impact Report to be completed to ensure that the Grant has been used successfully for its intended purpose. The Trustees require all Grant Applications to have been verified by the Senior Leadership Team, on behalf of Chapter, before they are scrutinised by the Grants Committee which then presents them to be considered by Council. This is to ensure accuracy of financial requests and also that all projects put forward are within the Cathedral's mission and delivery plan. The Charity withholds 20% of the Grant awarded until satisfactory approval of the Completion and Impact Report of the Grant.

Data Handling: The Charity is fully compliant with current data protection requirements and working within General Data Protection Regulation (GDPR) requirements which became law in May 2018. The Charity takes Data Protection very seriously and does not share Friends' data with third parties, other than with some departments of Canterbury Cathedral, so that they may deliver services (such as preparation of accounts) to the Charity. No other sharing of data takes place except where it is required by law. The Charity adheres to the Canterbury Cathedral Privacy Notice which can be found at https://www.canterbury-cathedral.org/about/privacy-and-legal. The Charity uses a secure database to steward its members and donations. The Friends have agreed a tripartite Data Sharing Agreement with the Cathedral and The Canterbury Cathedral Trust.

Staff: In the event of a sudden loss of Key Staff, the Trustees are in a position to maintain the Charity's objectives thanks to a Shared Level Service Agreement with other Cathedral departments; these include the assistance of Information Technology, Human Resources and Volunteer management, and Events departments with whom the Charity already works closely for the benefit of running the Charity and maintaining the Friends' community.



The Friends' Office is open to the public

The Friends of Canterbury Cathedral

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Objects
The objects of the Charity are:

- *to raise funds in order to make grants to the Dean and Chapter of Canterbury for the preservation of the fabric of Canterbury Cathedral; the general maintenance of the Cathedral; its activities and services; its ornaments and furnishings; and*

- *to assist and advise the Dean and Chapter and for members to give their personal services with promoting, as far as may be charitable in law, public interest in the Cathedral, its history and its work.*

All of the Charity's activities are guided by these objects which form a major part of our Constitution.



The Friends sole purpose is to support the preservation of our Cathedral. Here, Dr Rachel Koopmans is shown recording a film about the Miracle Windows (some of the oldest windows in the Cathedral); this project was supported by a Grant from The Guy & Elinor Meynell Trust through The Friends of Canterbury Cathedral

Public benefit
The Charity's principal objects are stated above which help to ensure the Cathedral's accessibility to visitors and worshippers from all over the world. The beauty and history of the building and its ornaments, the Cathedral's Services, music and educational facilities are open to all who enter the Precincts and the Friends play an integral part in the ministry of welcome and hospitality.

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in determining the activities undertaken by the Charity.

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Recruitment

The impact of Covid-19 has continued to affect our ability to recruit new members as visitor numbers still continue to be 20% lower than those during pre-Covid times. However, the continued streaming of the Cathedral's worship and ministry was made possible due to two grants from the Charity in previous years. These grants allowed the purchase of cameras and streaming equipment. A further grant in the 2021-2022 year allowed a considerable upgrade to the Cathedral's audio-visual equipment. After every online broadcast, a message reports that 'This broadcast was made possible thanks to a gift from The Friends of Canterbury Cathedral'. We have been able to attribute a number of enrolments due to this message.

New members were enrolled as follows:-

Membership type	2023-24	2024-2025	2025-2026
Single	71	89	100
Joint	52	27	48
Family	5	6	15
Single Life			
Joint Life			
Single Life +65	1	1	2
Joint Life +65		1	
Student	4	14	28
Single Under 30			6
Honorary Single Life		3	2
Honorary Joint Life			

A number of recruitment campaigns are run during specific Cathedral events and through the Cathedral's *What's On Guide*; this offers 15 months of membership for the price of 12 in the first year of joining. One of our crucial ways of engaging with visitors is via our Friends' Desk in the Cathedral and at Cathedral special events and public engagement (where appropriate). We also recruit via the Friends' pages within the Cathedral website and via word-of-mouth from existing Friends who share their enthusiasm for our community and its work. We also promote our community to all new Cathedral Welcomers and Guides during their training.

New Friends are welcomed with a New Member's Pack and, within the first year of their membership, they are invited to attend a New Members Celebration. We are indebted to the Cathedral Guides and Virgers who escort small groups of Friends around the Cathedral for tours. These occasions are an excellent opportunity for staff and Trustees to meet new Friends and for Friends to make friends amongst other new members of our community.

Membership
The Dean, the Friends' Council and staff, and the entire Friends' community, extends a very warm welcome to the 294 individual new Friends who joined us in 2025-26 (an increase from 197 new Friends in the previous year). We thank new members for supporting the Charity through their membership and we thank all our members for being a Friend and a part of our community and for helping us to support the Cathedral in so many important ways.

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Friendly Singing is an outreach project bringing together Friends and non-members alike to enjoy sociable singing sessions

Fundraising
Many Friends make regular donations, both large and small, over and above annual membership fees that help build up the Charity's funds. We are also fortunate to benefit from family trusts which donate to the Charity from time-to-time.

The Charity aims to achieve best practice in the way that it communicates with its members and supporters and takes care with the tone and accuracy of its communications to avoid any pressure on donors and to ensure that their data is protected. The Charity never sells data and never swaps data other than with other departments of Canterbury Cathedral (and only with a member's permission) to enable services to be delivered. The Charity manages its own fundraising activities and does not employ the services of professional fundraisers. The Charity undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service. During the year ended 31 March 2026, the Charity received no complaints about its fundraising activities. Whilst the Charity has a busy programme of fundraising events for members (see pages 9-11), it is aware of the importance of allowing members to attend some events free of charge, such as the Friendly Singing Sessions.

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Friends enjoyed gathering for tea in the Campanile Garden at the end of Friends' Day

The Friends' Office
The Friends' Office is located at Cathedral House, 11 The Precincts. The Office welcomes visitors between 10am-12 noon, and 2-4pm, Monday to Wednesday, and Friday. The Office is closed to visitors outside of these times to allow staff to attend to administrative tasks. During the year, our staff were Caroline Plaisted, Friends' Chief Officer, and Caroline McCartney, Database Administrator and Membership Manager. On occasions, such as in Spring and Autumn, when twice-yearly mailings are despatched, the staff welcome the support of volunteers who give valuable time, assistance, and good cheer, to this important task.

Grants payable:
The Grants gifted by the Charity to the Cathedral in the past year have been many and varied. The following were agreed by Council and pledged during this year:

- A Community Youth Choir (to be called the Canterbury Youth Choir) - £6,913
- A Benedictine Welcome (the refurbishment of the inside of the Christ Church Gate) - £331,715
- Deanery Conservation Phase 2 (to create commercial catering facilities for the Function Rooms) - £159,445
- Glass 100 Tracery (to conserve and stabilise the masonry of Bay 31 in the Great Cloister) - £40,501
- Welcoming Our Cathedral Community (to provide post-Eucharist tea, coffee, and biscuits) - £13,008

The Friends of Canterbury Cathedral

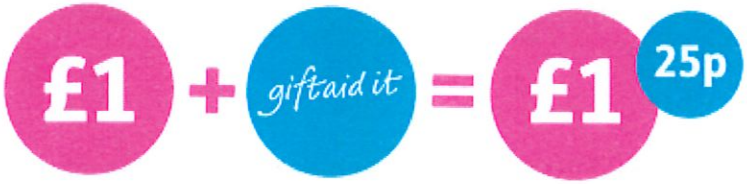
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moon landing – *a spectacular tapestry – was an art installation on display in the summer of 2025 and funded by a Grant from The Friends*

Gift Aid

Gift Aid is claimed on a regular basis in accordance with HMRC online requirements. It is vital that all data is accurate and we are vigilant in updating our database on an on-going basis. We are grateful to all Friends who assist us in completing a new Gift Aid Declaration when informing us of updated address details.



Specific "Friends of Canterbury Cathedral" Gift Aid donation envelopes are available at the Friends' Desk for any visitors who wish to make donations to the Charity when they are in the Cathedral. These can be placed in the donation box on the Friends' Desk or in any of the collection boxes housed in the Cathedral. The same Gift Aid envelopes are also made available to worshippers attending the Friends' Day Evensong and the Friends' Christmas Carol Service.

We thank all Friends and visitors who are able to support us in raising extra funds through Gift Aid.

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Events 2025-26
The Friends' Events Programme not only forms an important part of the Charity's fundraising activities but is an important social aspect of our Friends' community. Some events offer Friends the chance to see the 'hidden' work of our Cathedral by way of talks and insights into departments which are not otherwise open to visitors and which, therefore, enhance membership. One of the highlights of our Charity's year is Friends' Day which has been held every summer since 1928. This is a chance for Friends to gather together and celebrate our Cathedral and also the work our community has done to support it during the previous year. Another highlight is our annual Christmas Service and Dinner which is a wonderful way to conclude the calendar year.

Other events during the year included Talks on a number of topics:

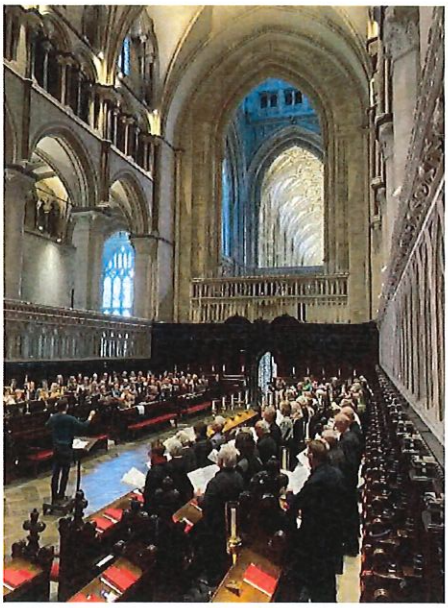
Jane Austen in Kent – a talk to commemorate the 250th anniversary of the author's birth; *Pepper: the king of the spices* – a talk about one of the earliest trading commodities; *Stone on Stone* – a talk about the building of medieval cathedrals; *Who Was Thomas Becket* & *Becket the Murder* – two talks about the life and death of one of Canterbury's most venerated Archbishops; *ABCDE* – a talk about the selection and election of the 106th Archbishop given by the Dean and Archdeacon of Canterbury; *Ostend* & *Bruges* – two talks on these historic European cultural cities; more talks in a series about the history of Canterbury and its citizens.

Our popular *Programme of Events* also includes a variety of musical occasions. We enjoyed our biennial *Big FRIENDly Sing* which brought together over 200 singers from across the UK, and some from Europe and the United States to sing Mozart's *Requiem* in The Quire under the leadership of David Newsholme and Jamie Rogers, Director and Assistant Director of Music respectively. In late summer, we were entertained by Cathedral Lay Clerks and Choral Scholars in a Summer Serenade in the Campanile Garden of the Cathedral Lodge. Monthly *FRIENDly Singing* sessions are held in a church hall local to the Cathedral and are regularly attended by 40 or more Friends and non-members who enjoy informal singing under the leadership of Jamie Rogers (mentioned above). At the Christmas singing session, we were joined by the Singing Partnerships Coordinator, Helen Brookes, who brought with her a group of children from a local school, St Thomas RC Primary, who joined in our singing and also performed their own songs from their Nativity play.

A group of 45 Friends enjoyed a trip to Cheshire which took in Leicester and Chester Cathedrals as well as outings to a number of historic houses and gardens.

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The Big FRIENDly Sing brought over 200 singers together in May

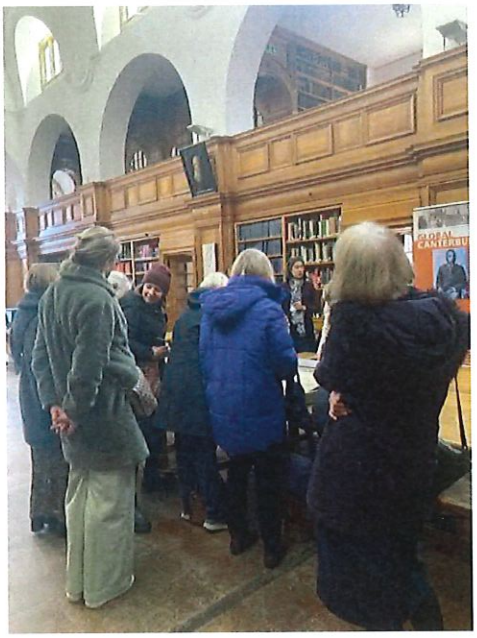


The Friends have worked with the Royal School of Needlework since the 1930s; Friends and non-members enjoy studying at our partnership classes run by Royal School of Needlework tutors which happen at least three times each year

Continuing on from the successful launch of our partnership with the Royal School of Needlework in 2022, three needlework classes were taught by RSN tutors Kathryn Sanders and Helen Stevens and held in the Community Studio. The designs worked were uniquely inspired by the windows and textiles of the Cathedral collections. Students of these classes travelled from far and wide to be with us – some from as far as the United States, Europe, and Australia. All classes were instantly sold out.

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Some Friends' Events allow members to see behind the scenes of the Cathedral such as in the Archives and Library

Events planned for 2026-2027

A varied programme of Friends' Events will be offered to the Friends' community during the year. These will include a series of talks, some of which will continue our series on the history of Canterbury. Others will include a talk on Eva Braun; the history of Canterbury's pubs; another on Mary Moders (the Counterfeit Lady); one on our patron, King Charles III, and his passion for architecture; another about *Breakspear: The English Pope*; Angels; and others on art and history. We will also enjoy musical activities including our monthly FRIENDly Singing sessions and a Coffee Concert. As is our tradition, Friends will gather *en masse* for our Carol Service and Dinner as well as Friends' Day in the summer. The annual Friends' Holiday will be to the Isle of Wight to explore the cultural and historic houses and gardens and to visit both Portsmouth and Winchester cathedrals.

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Legacies
We are enormously grateful to those Friends and their families who left legacies to the Charity during the year. In 2025-2026 we remember and give thanks to Miss C Boydell, Ms A C Pryce, Miss E M Smith, Miss P A Smith, and Miss J Thirkell.

Website
We update the Friends' pages on the Cathedral website on a regular basis. The Charity gave a grant to the Cathedral to allow it to launch a new website. This has enabled The Friends' pages to include an online enrolment option which links directly to our database. This has been beneficial in expanding our ability to enrol new members. There is a branding on the website which acknowledges the Charity's grant supporting the website.

Friends' Desk
The Friends' Desk in the Cathedral is our opportunity to tell visitors what The Friends do and how people can join our community. This is situated in the South-East Transept close to the tomb of the Black Prince. As this is a key point for visitors when they come to the end of their tour of the Cathedral, it is an ideal location for reaching out to pilgrims and tourists with news of the work of The Friends. Existing Friends and our volunteers, who are in attendance at the Friends' Desk six days of the week, continue to play a key role in recruiting thanks to their enthusiasm for the community we enjoy and the work that we do. The Friends' Desk is also an information point for forthcoming Friends' events. There are plans to update the Desk, subject to the necessary permissions, in the near future.



Friendly volunteers, who wear blue sashes, help promote our Charity at the Friends' Desk on our Cathedral

Volunteers
We are indebted to our volunteers who offer their time, talents, experience and enthusiasm to promote the Charity in so many ways both within and outside of the Precincts. We have a team of 12 volunteers, who greet visitors at the Friends' Desk. These volunteers, and many others, also join us for various occasions when we offer hospitality to groups from other cathedrals who visit Canterbury. We also have a stalwart group of about 20 volunteers who help to prepare the twice-yearly mailings. Our volunteers are the best advertisement for the Charity and their support and enthusiasm is infectious.

Newsletter, The FRIENDly Friday Newsletter,* and *Chronicle
We publish two printed *Newsletters* each year (in Spring and Autumn) in order to update Friends on our community's activities and events in and around the Cathedral. The *Chronicle* is published annually and is, in effect, the Cathedral's year book. The *Chronicle* is sent to all Friends with our Spring mailing and also to all national collection libraries in the UK. The *Chronicle,* and the latest *Newsletter* and relevant *Programme of Events* are included in all New Members' Packs. The *Chronicle* is also displayed in the bedrooms of the Cathedral Lodge and circulated to all departments of the Cathedral. The *FRIENDly Friday Newsletter* is an e-newsletter which is circulated to those Friends on email at the end of every month. It promotes all forthcoming Friends' events as well as Cathedral Services and other events in The Precincts.

Financial performance

Donations and legacies including membership income came to £190,159 (2025: £160,846). Included in this figure were legacies receivable of £74,989 (2025: £45,612). Historically, legacy income has funded a significant proportion of the grants made by the Charity to the Cathedral. We are extremely grateful to Friends who make a point of including a legacy to the Charity in their Wills. We are also grateful to the families of Friends who designate the Charity as the recipient of retiring collections at funerals and memorial services.

Friends may wish to be reminded that bequests to charitable organisations totalling 10% or more of the net value of an estate result in a 10% reduction in the rate of Inheritance Tax payable. It is therefore often possible for even quite modest bequests to result in a significant tax saving.

Fundraising activities (principally Friends' events) after costs raised a net £24,086 (2025: £10,530).

Investment income from funds managed on our behalf by Sarasin & Partners LLP, generated an income of £30,947 (2025: £34,576) – a yield of approximately 2.5% (2025: 2.9%). From 2024 additional funds have also been invested with CCLA Investment Management. The total value of investments under management increased in the year by £238,156, having taken account of net additional units purchased and the revaluation gains. The income from the funds is reinvested as it is received. Other shareholdings decreased by £633. During the year, an additional Liquidity account was opened with Sarasin to maximise interest income from more readily available funds.

Bank and other interest of £14,715 was received in the year compared with £11,971 in 2025.

Grants payable: during the year, the Charity agreed to commit net total funding of £590,614 (2025: £47,362) towards various projects. The detail is set out in note 6 to the financial statements.

Support costs (staff, premises and administrative expenses) plus governance costs have decreased from £122,389 in 2025 to £119,812 in 2026. In 2022, the Charity agreed with the Cathedral that it should pay its own staff costs.

Reserves policy
Council has determined that reserves of between £250,000 and £400,000 should be maintained. When reserves reach the upper level, Council enters into discussions with the Cathedral to identify projects which will enhance or restore the Cathedral fabric, or support worship and music, for which funding is required. At the end of the financial year, funds totalled £1,261,546 and included free reserves of £1,226,744 (excluding designated and restricted funds). Whilst the level of free reserves is significantly above the normal range, the Charity is discussing priorities for funding with the Cathedral. The Trustees believe that, at the current time, given the fluctuating markets, it is prudent to hold slightly higher reserves than that required under the reserves policy.

Over the next twelve to twenty-four months income may fall, especially that from investments. However, expenditure can, if necessary, be curtailed by reducing or deferring grant payments. Whilst the fluctuating markets will pose some challenges for the Charity, the Trustees believe that the Charity is financially robust enough to withstand these.

Investment policy and performance
Funds raised by the Charity and awaiting donation to the Cathedral are invested to produce optimum returns, whilst ensuring sufficient liquid funds are available to fulfil agreed commitments to the Cathedral. Around 2% of the Charity's assets were held in cash at the year-end (2025: 8%). Funds are invested in accordance with the mandate approved by the Council, which *inter alia* requires the investment manager to follow the guidelines on the Ethical Investment Policy of the Church Commissioners.

The benchmark for the performance of the equity portfolio is the FTSE 100 Share Index or such other indices as may be agreed with the investment manager.

Plans for future periods
In addition to the Friends' Events mentioned earlier, and subject to working with the Cathedral and its mission and strategic plan, our aims remain to:

- Increase the number of Friends with our work and by engaging with visitors to the Cathedral
- Encourage existing Friends to all try to recruit another Friend in the coming year
- Continue to raise funds in furtherance of the Charity's objectives
- Encourage as many Friends as possible to consider leaving a legacy to our Charity
- Continue to develop our Events programme to broaden the reach of our membership to younger and more diverse age groups including families
- Broaden the reach of the Charity by embracing the opportunities offered by working alongside other department of the Cathedral including the Fundraising Department
- Update The Friends' Desk in the Cathedral in line with the design and graphics of the Cathedral to attract more visitors to engage with our community and its work and introduce electronic enrolment and payment at the Desk, subject to technological and WiFi access

Acknowledgements
The Friends' Council is indebted to Iain Morris and Claire Jones at Chavereys Ltd for their invaluable assistance in maintaining the Friends' financial records, to Caroline Plaisted and Caroline McCartney who staff the Friends' Office, and to the Friends' volunteers who help run the Friends' Desk in the Cathedral so efficiently.

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Statement of Trustees' responsibilities in relation to the financial statements

The Trustees are responsible for ensuring the preparation of the Annual Report and the Financial Statements is in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice applicable to smaller charities.

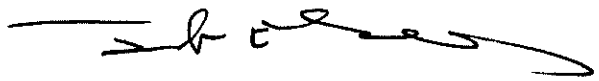
Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the principles and methods of the Charities Statement of Recommended Practice;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 Charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with applicable law and the Charity's trust deed. They are also responsible for safeguarding the assets of the Charity and hence for the prevention and detection of fraud and other irregularities.

This report was approved by the Council of The Friends of Canterbury Cathedral on 25 June 2026 and signed on its behalf.

Chair:



Janet Saunders

The Friends of Canterbury Cathedral

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Charity Registration Number: 1210093

Trustees:
The Trustees of the Charity are the members of Council, listed on page 17

Principal Officer:
Friends' Chief Officer: Caroline Plaisted

Address of the Principal Office:
The Friends' Office
Cathedral House
11 The Precincts
Canterbury
Kent
CT1 2EH

Bankers:
Lloyds Bank plc
49 High Street
Canterbury
Kent
CT1 2SE

Investment Manager:
Sarasin & Partners LLP
50 George Street
London W1U 7DY

Investment Manager:
CCLA Investment
1 Angel Lane
London EC4R 3AB

Independent Examiner:
MA Crawley FCA STEP
Chartered Accountant
Whitstable
Kent

Legal Advisor:
Winckworth Sherwood LLP
Arbor
255 Blackfriars Road
London SE1 9AX

The Friends of Canterbury Cathedral

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Charity Number: 1210093

Royal Patron: His Majesty The King

Chair of the Council: Janet Saunders

Honorary Treasurer: Iain Morris

Members of the Council:

The members of the Council who have acted at any time during the course of the financial year and up to the date of this report were:

Appointed under the Charity's Constitution

Ex Officio:
The Dean of Canterbury, The Very Reverend Dr David Monteith DL
The Lady Colgrain, His Majesty's Lord-Lieutenant of Kent

Honorary Civic Representative:
The Lord Mayor of Canterbury

Nominated by the Chapter of Canterbury:
Pim Baxter OBE
The Reverend Dr Emma Pennington, Canon Missioner
One position is currently vacant

Appointed Trustees:
Patsy Barrett
Wheezie Cottrell (appointed October 2025)
David Innes
Rebecca Lilley
Iain Morris FCA
Irene Nierzwicka
Janet Saunders
Dr John Williams MBE (until September 2025)

Associate
Amanda Cottrell OBE JP DL

The Friends of Canterbury Cathedral

Independent Examiner's Report

Report to the Trustees of The Friends of Canterbury Cathedral on accounts for the year ended 31 March 2026

I report on the accounts of the Charity for the year ended 31 March 2026, which are set out on pages 19 to 31.

Respective responsibilities of Trustees and Examiner

The Trustees are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:
- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention

Basis of Independent Examiner's statement

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

I have completed my examination. I confirm no material matters have come to my attention which gives me cause to believe that in, any material respect:
- accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts do not accord with such records; or
- the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have come across no other matters in connection with the examination to which the attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

MA Crawley FCA STEP
Chartered Accountant
Whitstable
Date: 25 June 2026

The Friends of Canterbury Cathedral

Statement of Financial Activities for the year ended 31 March 2026

	Note	2026 £ Unrestricted	2026 £ Restricted	2026 £ Total	2025 £ Total
Income from:					
Donations and legacies	2	163,761	26,398	190,159	160,846
Fundraising activities	3	38,686	-	38,686	29,424
Investments and interest receivable	4	45,845	-	45,845	46,547
Other incoming resources	4	-	-	-	3,625
Total		248,292	26,398	274,690	240,442
Expenditure on:					
Raising funds	5	29,574	-	29,574	36,157
Grants payable	6	551,582	39,032	590,614	47,362
Support and governance costs	7	119,812		119,812	122,389
Total		700,968	39,032	740,000	205,908
Net income/ (expense) before gains on investments		(452,676)	(12,634)	(465,310)	34,534
Net gain on investments	10	31,766		31,766	8,269
Net income/(expense) and net movement in funds		**(420,910)**	**(12,634)**	**(433,544)**	**42,083**
Reconciliation of funds:					
Balance brought forward at 1 April		1,669,697	25,393	1,695,090	1,652,287
Transfers between funds		(19,486)	19,486	-	-
Balance carried forward at 31 March		**1,229,301**	**32,245**	**1,261,546**	**1,695,090**

The above results reflect the total gains and losses of the Charity and arise wholly from continuing activities.

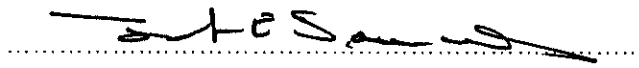
The notes on pages 22 to 31 form part of these accounts.

The Friends of Canterbury Cathedral

Balance Sheet at 31 March 2026

	Note	2026 £		2025 £	
Fixed assets					
Tangible assets	9		3,258		1,182
Investments	10		1,761,778		1,524,255
			1,765,036		1,525,437
Current assets					
Debtors	11	48,344		64,459	
Cash at bank and in hand		29,873		137,257	
		78,217		201,716	
Liabilities					
Creditors: Amounts falling due within one year	12	(581,707)		(32,063)	
Net current (liabilities) /assets			(503,490)		169,653
Net assets			**1,261,546**		**1,695,090**
Charity funds					
Restricted funds	13		32,245		25,393
Unrestricted income funds					
General funds	13	1,226,744		1,656,911	
Designated funds	13	2,557		12,786	
			1,229,301		1,669,697
Total funds			**1,261,546**		**1,695,090**

The financial statements were approved and authorised for issue by the Council of The Friends of Canterbury Cathedral on 25 June 2026 and signed on its behalf by:-



Janet Saunders, Chair

The notes on pages 22 to 31 form part of these accounts.

The Friends of Canterbury Cathedral

Statement of Cash Flows for the year ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash provided by/(used in) by operating activities	A	55,408	(386,301)
Cash flows from investing activities			
Investment income and interest received		45,845	46,547
Purchase of investments		(142,285)	(268,286)
Purchase of fixed assets		(2,880)	-
Net cash used by investing activities		**(99,320)**	**(221,739)**
Change in cash and cash equivalents in the year		(43,912)	(608,040)
Cash and cash equivalents at the start of the year		147,456	755,496
Cash and cash equivalents at the end of the year	B	**103,544**	**147,456**

A Reconciliation of net movement in funds to net cash provided by / (used in) operating activities

Net movement in funds (as per the Statement of Financial Activities)	(433,544)	42,803
Adjustments for:		
(Gain) on investments	(31,766)	(8,269)
Investment income and interest receivable	(45,845)	(46,547)
Decrease in debtors	16,115	31,917
Increase / (decrease) in creditors	549,644	(406,578)
Depreciation	804	373
Net cash provided by / (used in) operating activities	**55,408**	**(386,301)**

B Cash and cash equivalents

Cash at bank and in hand	29,873	137,257
Cash held by investment managers	73,671	10,199
Total cash and cash equivalents	**103,544**	**147,456**

C Reconciliation of net debt

	2025 £	Cash flows £	2026 £
Cash at bank and in hand	137,257	(107,384)	29,873
Cash held by investment managers	10,199	63,472	73,671
Total cash and cash equivalents	**147,456**	**(43,912)**	**103,544**

Notes to the Financial Statements for the year ended 31 March 2026

1 Principal accounting policies

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

Basis of accounting

These financial statements have been prepared for the year ended 31 March 2026 with comparative information given in respect to the year to 31 March 2025.

The financial statements 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 financial statements.

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 UK and Republic of Ireland (Charities SORP (FRS 102)) and with the Charities Act 2011.

The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and rounded to the nearest £.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates:

The items in the financial statements, where these judgements and estimates have been made, relate to assessing the probability of receipt of legacy income.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

As a result, the Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees are of the opinion that the Charity will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the Charity 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 and legacies, investment income and interest receivable and income from fundraising activities.

Income from donations is included as income when the Charity is entitled to the income and the amount can be measured. Services donated to the Charity are included within the financial statements as both income and expenditure at their estimated fair value.

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.

Income from fundraising activities, comprising mainly income from events, is recognised when the event takes place.

Legacies

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

- the Charity 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 probable, and
- fulfilment of any conditions attached to the legacy is wholly in the control of the Trustees.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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 and is stated inclusive of irrecoverable VAT.

Expenditure comprises direct costs and support costs. All expenditure is allocated to the relevant expenditure heading. The classification between activities is as follows:

- Expenditure on raising funds comprises fundraising expenditure, ie the costs incurred in relation to events, goods sold and publishing the *Chronicle*.
- Expenditure on charitable activities includes all costs of grant making including support costs

Donated facilities

The value of donated services and gifts in kind provided to the Charity are recognised as income in the period that they are receivable, where the benefit can be reliably measured. An equivalent amount is recognised as expenditure under the appropriate heading in The Statement of Financial Activities unless the gift is a fixed asset when it would be capitalised and depreciated over its useful economic life.

Grants payable

Grants payable are included in the Statement of Financial Activities in the year when approval is granted and when the recipient has either received the funds or been informed of the decision to make the grant and has satisfied all performance conditions. Grants approved but not paid at the end of the financial year are accrued. Grants where the beneficiary has not been informed or has to fulfil performance conditions before the grant is released are not accrued but are disclosed as financial commitments in the financial statements.

Support costs and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Charity, it is necessary to provide support in the form of personnel development, financial procedures and controls, provision of general office services and equipment and a suitable working environment.

Governance costs comprise the costs relating to the public accountability of the Charity and costs incurred in respect of its compliance with regulation and good practice.

- All support costs and governance costs are included within the expenditure of the one principal charitable activity of the Charity.

Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses. Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Office equipment	20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying value of the asset and is credited or charged to the Statement of Financial Activities.

Fixed asset 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.

Debtors

Debtors are recognised at their 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 have a maturity of less than three months from the date of acquisition.

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 Charity anticipates it will pay to settle the debt.

Fund structure

Restricted funds comprise monies raised for, or their use restricted to, a specified purpose or amounts subject to donor-imposed conditions as to use.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the Charity's charitable objects.

Pensions

Employees of the Charity are entitled to join a defined contribution 'money purchase' scheme. The pension charge represents the amounts payable by the Charity to the scheme in respect of the year.

Notes to the Financial Statements for the year ended 31 March 2026

2 Donations and legacies

	2026	2025
	£	£
Annual and life member subscriptions	62,551	59,909
Donations	32,492	38,450
Legacies	74,989	45,612
Grants	20,127	16,875
	190,159	**160,846**

Within the total donations received were donations restricted as follows:-

Donations restricted	2026	2025
	£	£
Miracle Window	19,546	16,875
Robert Willis Memorial Concert	3,582	-
Chronicle	3,000	-
Friendly Singing	150	-
Stained Glass	120	120
	26,398	**16,995**

3 Other trading activities

	2026	2025
	£	£
Income from events	38,681	29,419
Income from sale of goods	5	5
	38,686	**29,424**

4 Income from Investments

	2026	2025
	£	£
Investment income	31,130	34,576
Bank and other interest	14,715	11,971
	45,845	**46,547**

Other income	2026	2025
	£	£
Sundry income	-	3,625
	-	**3,625**

5 Expenditure on raising funds

	2026	2025
	£	£
Cost of events	14,595	18,889
Publishing costs	14,979	17,268
	29,574	**36,157**

6 Expenditure on charitable activities: Grants payable

	Grants payable 1 Apr 25	Paid in year	Grants approved/ (released)	Grants payable 31 Mar 26
Grants:				
Miracle Windows Interpretation	1,013	(19,546)	39,032	20,499
Moon Landing	12,786	(10,229)	-	2,557
Community Youth Choir			6,913	6,913
A Benedictine Welcome			331,715	331,715
Glass 100 Tracery		(3,706)	40,501	36,795
Deanery Conservation Phase 2		(5,531)	159,445	153,914
Welcoming our Cathedral Community			13,008	13,008
	13,799	**(39,012)**	**590,614**	**565,401**

7 Expenditure on charitable activities

	2026	2025
Support costs	£	£
Staff costs (see note 8)	86,569	76,056
Postage, printing and stationery	4,136	6,653
Office rent	8,493	8,493
Other office costs	20,614	31,187
	119,812	**122,389**

8 Analysis of staff costs

	2026	2025
	£	£
Wages and salaries	71,894	65,118
Social security costs	9,283	6,431
Pension costs	5,392	4,507
	86,569	**76,056**

The average number of full-time-equivalent employees during the year was 2 (2025: 2), with all employee time involved in providing support services.

No member of staff had emoluments exceeding £60,000 (2025: none).

The key management personnel of the Charity are deemed to be its Trustees. No Trustee received any remuneration with respect to their role as members of key management during the year (2025: £nil).

9 Tangible fixed assets

	Office equipment
	£
Cost	
At 31 March 2025	1,866
Additions	2,880
At 31 March 2026	4,746
Depreciation	
At 31 March 2025	684
Charge in year	804
At 31 March 2026	1,488
Net Book Value	
At 31 March 2026	**3,258**
At 31 March 2025	*1,182*

10 Fixed Asset investments	2026 £	2025 £
UK quoted investments:		
Market value 1 April	1,514,056	1,237,501
Additions	142,285	272,901
Disposals	-	(4,615)
Unrealised investment gains	31,766	8,269
Market value 31 March	1,688,107	1,514,056
Cash held within the investment portfolio	73,671	10,199
Total investments	**1,761,778**	**1,524,255**
Historical cost of the quoted Investments at 31 March was as follows:-	1,255,985	1,113,700

All the principal investments are in units in a Common Authorised Investment Fund, which provides a spread of risk.

11 Debtors	2026 £	2025 £
Sales ledger	30	-
Gift Aid recoverable	4,376	-
Prepayments	2,938	859
Legacies receivable	41,000	63,600
	48,344	**64,459**

12 Creditors: Amounts falling due within one year	2026 £	2025 £
Purchase ledger	30	413
Accruals	10,825	7,164
Amounts received for future Friends events	2,385	7,771
Grant commitments (see note 6)	565,401	13,799
Amounts owed to related entities	724	741
Other creditors	2,342	2,175
	581,707	**32,063**

Notes to the Financial Statements for the year ended 31 March 2026

13. Funds of the charity

At the year end the charity had funds in hand as follows:

	As at 1 Apr 2025 £	Income £	Fundraising and other expenditure £	Grants / donations £	Gains on Investments £	Transfer between funds £	As at 31 Mar 2026 £
Restricted funds							
Miracle Window	1,013	19,546	-	(39,032)	-	19,486	1,013
Friends' Garden project	10,000	-	-	-	-	-	10,000
Stained Glass	650	120	-	-	-	-	770
Music projects	13,730	-	-	-	-	-	13,730
Robert Willis Memorial Concert	-	3,582	-	-	-	-	3,582
Chronicle	-	3,000	-	-	-	-	3,000
Friendly singing grant	-	150	-	-	-	-	150
	25,393	26,398	-	(39,032)	-	19,486	32,245
Designated funds							
Moon Landing	12,786	-	-	(10,229)	-	-	2,557
A Benedictine Stay	-	-	-	(331,715)	-	331,715	-
Deanery Conservation Phase 2	-	-	-	(159,445)	-	159,445	-
Welcoming our Cathedral Community	-	-	-	(13,008)	-	13,008	-
Community Youth Choir	-	-	-	(6,913)	-	6,913	-
Glass 100 Tracery	-	-	-	(40,501)	-	40,501	-
	12,786	-	-	(561,811)	-	551,582	2,557
General funds	1,656,911	248,292	(149,386)	10,229	31,766	(571,068)	1,226,744
Total funds	**1,695,090**	**274,690**	**(149,386)**	**(590,614)**	**31,766**	**-**	**1,261,546**

General funds can be applied for any of the purposes for which the Charity was established.

14 Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of Charity in an independently administered fund.

The contributions to the scheme were £5,392 (2025: £4,507). There were outstanding contributions of £724 payable to the scheme at the year-end (2025: £741).

15 Related party transactions and Trustees' remuneration

No remuneration was paid to the Trustees in the year (2025: £nil). No travel or other expenses were reimbursed to Trustees (2025 - £nil).

Donations by Trustees to the Charity during the year were £nil (2025: £nil).

The Chapter of Canterbury is the sole beneficiary of the Charity, but the Charity is not controlled by the Chapter of Canterbury.

Grants payable to the Chapter during the year are as set out in note 6. The Charity occupies premises owned by the Chapter for which a full rent is paid of £8,493 (2025: £8,493) together with all property related charges.

17 Taxation

The Friends of Canterbury Cathedral is a registered Charity and therefore is not liable to Income Tax, Corporation Tax or Capital Gains Tax on income or gains derived from its charitable activities as they fall within the various exemptions available to registered charities.

The FRIENDS of Canterbury Cathedral

The Friends of Canterbury Cathedral

Annual Report and Financial Statements

for the year ended 31 March 2026

Charity Registration Number: 1210093

The Friends of Canterbury Cathedral

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The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

This Report

The Trustees (known as the Friends' Council) have pleasure in presenting their Annual Report. This contains details of the Charity's activities during the year, plans for 2026-27, and the independently examined financial statements for the year ended 31 March 2026. Council confirms that this report, and the financial statements of the Charity which follow, comply with all current and relevant statutory requirements.

Constitution

The Friends of Canterbury Cathedral was established in 1927 as an unincorporated Society *'of those who through the payment of an annual or life subscription wished to assist the Dean and Chapter in caring for the Cathedral and preserving it for posterity'.*

In June 1968, the Chapter of Canterbury established the Society as a charity. The Charity's Trust Deed, dated 3 December 2014 was lodged with the Charity Commission on 6 May 2015. The Charity Number was 256575.

During the financial year 2024-2025, the Charity liaised with the Charity Commission to become a Charity Incorporated Organisation (CIO). Thus, on 31 December 2024, The Friends of Canterbury Cathedral Charity Number 256575 closed and all assets and liabilities were transferred to The Friends of Canterbury Cathedral Charity Number 1210093, which commenced on 1 January 2025.

This Report covers the activities of Charity Number 1210093 from 1 April 2025 until 31 March 2026.

A copy of the Constitution of Charity Number 1210093 is available from the Friends' Office upon request.

Council

Under the Constitution of the CIO, the Friends' Council should comprise seven Appointed Trustees (who are appointed after due process by the other Trustees), two ex officio Trustees (being the Dean of the Cathedral and the Lord-Lieutenant of Kent), and three Nominated Trustees (who are appointed by Chapter). Other than those who hold office ex officio, a Trustee's term of office is three years. This can be extended by a further three years, after which there has to be a gap of at least one year. The Chair is appointed by the Charity Trustees.

New Trustees are provided with information and guidance published by the Charity Commission on the responsibilities and duties of a Trustee. There is currently a vacancy for one Nominated Trustee. In addition, when special specific expertise is required, Associates may be recruited and appointed to sub-committees.

Management of the Charity

Council meets four times a year and agrees the broad strategy and activities of the Charity. Oversight of day-to-day operations is delegated by Council to a Management Committee, comprising up to five Appointed Trustees, one Nominated Trustee, and the Dean of Canterbury. The Management Committee's principal responsibilities, alongside the Chief Officer, are to assist Council with strategic planning and to act on behalf of Council. The Management Committee delegates to the Chief Officer and the Database Administrator and Membership Manager such matters as the recruitment and care of Friends, management of the Friends' database, fundraising, organising Friends' events, publications including newsletters, and social media and the Friends' pages on the Cathedral website.

The Friends' Council is also assisted by further sub-committees comprising a Finance Committee, a Grants Committee, a 100th Anniversary Committee, and, when required, a Working Group, and a Trustee Nominations Committee for Appointed Trustees.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

To ensure good governance, all sub-committees have Terms of Reference, and the Charity has the following Policies and Procedures:

- Anti-Bullying & Harassment
- Complaints
- Engaging External Speakers
- Financial Management & Control
- Financial Reserves
- Membership, Donations & Legacies
- Risk Register
- Safeguarding
- Serious Incident Reporting
- Staff Expenses
- Trustee Expenses

The Honorary Treasurer is responsible for monitoring income and expenditure and the management of assets and liabilities in accordance with the Policies agreed by Council. Day-to-day accounting is administered by the Friends' Chief Officer and the Friends' Database Administrator and Membership Manager, and by Chavereys Ltd, Accountants.

Principal risks and uncertainties
The Trustees have assessed the risks to which The Friends of Canterbury Cathedral is exposed and the steps which are being taken to minimise them. There is a Risk Register which is reviewed by the Management Committee every six months and by Council every December. In common with a general trend in international travel and tourism, the Cathedral is experiencing reduced visitor numbers which still remain 20% lower than pre-2020; thus, this continues to affect our ability to raise awareness of our Charity within the Cathedral and has added to the risks faced by our Charity. The key risks and the manner in which they are mitigated are as follows:

Maintenance of the membership roll: The success of The Friends' community and the impact it has on the Cathedral is dependent on maintaining as large a number of Friends on the roll as possible. The Charity is fortunate in that Friends are very loyal and committed to the Charity's aims and retention of Friends as members is therefore strong. In order to maintain this, there are good communications with The Friends' community by way of public opening hours of The Friends' Office; twice-yearly printed *Newsletters*; monthly Friends' fundraising events, and the annual *Chronicle*. The Charity is also promoted in the weekly Pew Sheet for Services in the Cathedral, especially important for one of the most-attended Services: Sunday Eucharist. Since January 2019, The Friends has sponsored the Post-Eucharist tea and coffee hospitality which takes place in the Cathedral Lodge on most Sunday mornings. This allows The Friends to not only assist with the Benedictine welcome given to the regular congregation and visitors but also allows us to promote the work of The Friends and our active community to those attending. *The FRIENDly Friday Newsletter* is sent out monthly to over two-thirds of our membership and remains a very popular part of membership benefits.

Finance and Investments: The administrative costs of running the Charity are kept to a minimum. The Honorary Treasurer maintains a close working relationship with the Charity's staff and our accounts are reviewed monthly and reported to the Management Committee on a regular basis. The Honorary Treasurer also makes a report on the financial position of the Charity at each Management Committee and Council meeting. The Honorary Treasurer also chairs the Finance Committee.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

The funds held by the Charity are essentially of a short- to medium-term nature. Funds not required for at least 12 months are invested with a professional investment manager. Performance is monitored against agreed benchmarks. The Charity holds annual reviews of the investment portfolio each year and the investment policy is then reviewed by Council each year. All investments are in line with Church of England guidelines for ethical investments.

As a result of the turbulent financial markets, dividends received from our investments have been variable. The Trustees continue to evaluate how this might impact on their capacity to assist the Cathedral over the next period. Following the steep rise in costs over the last two years, the Charity now warns Grant Applicants that it is not responsible for increased costs resulting from inflation; any such increase, and the precautions taken to avoid any increased costs, is the responsibility of the Grant Applicant and Chapter.

Grants and Donations: Trustees ensure that all requests from The Chapter of Canterbury meet the objects of The Friends. All applicants are required to complete a rigorous Grant Application form which is considered in detail by all Trustees. When projects are completed, Trustees require a Grant Completion and Impact Report to be completed to ensure that the Grant has been used successfully for its intended purpose. The Trustees require all Grant Applications to have been verified by the Senior Leadership Team, on behalf of Chapter, before they are scrutinised by the Grants Committee which then presents them to be considered by Council. This is to ensure accuracy of financial requests and also that all projects put forward are within the Cathedral's mission and delivery plan. The Charity withholds 20% of the Grant awarded until satisfactory approval of the Completion and Impact Report of the Grant.

Data Handling: The Charity is fully compliant with current data protection requirements and working within General Data Protection Regulation (GDPR) requirements which became law in May 2018. The Charity takes Data Protection very seriously and does not share Friends' data with third parties, other than with some departments of Canterbury Cathedral, so that they may deliver services (such as preparation of accounts) to the Charity. No other sharing of data takes place except where it is required by law. The Charity adheres to the Canterbury Cathedral Privacy Notice which can be found at https://www.canterbury-cathedral.org/about/privacy-and-legal. The Charity uses a secure database to steward its members and donations. The Friends have agreed a tripartite Data Sharing Agreement with the Cathedral and The Canterbury Cathedral Trust.

Staff: In the event of a sudden loss of Key Staff, the Trustees are in a position to maintain the Charity's objectives thanks to a Shared Level Service Agreement with other Cathedral departments; these include the assistance of Information Technology, Human Resources and Volunteer management, and Events departments with whom the Charity already works closely for the benefit of running the Charity and maintaining the Friends' community.



The Friends' Office is open to the public

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Objects
The objects of the Charity are:

- *to raise funds in order to make grants to the Dean and Chapter of Canterbury for the preservation of the fabric of Canterbury Cathedral; the general maintenance of the Cathedral; its activities and services; its ornaments and furnishings; and*

- *to assist and advise the Dean and Chapter and for members to give their personal services with promoting, as far as may be charitable in law, public interest in the Cathedral, its history and its work.*

All of the Charity's activities are guided by these objects which form a major part of our Constitution.



The Friends sole purpose is to support the preservation of our Cathedral. Here, Dr Rachel Koopmans is shown recording a film about the Miracle Windows (some of the oldest windows in the Cathedral); this project was supported by a Grant from The Guy & Elinor Meynell Trust through The Friends of Canterbury Cathedral

Public benefit
The Charity's principal objects are stated above which help to ensure the Cathedral's accessibility to visitors and worshippers from all over the world. The beauty and history of the building and its ornaments, the Cathedral's Services, music and educational facilities are open to all who enter the Precincts and the Friends play an integral part in the ministry of welcome and hospitality.

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in determining the activities undertaken by the Charity.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Recruitment

The impact of Covid-19 has continued to affect our ability to recruit new members as visitor numbers still continue to be 20% lower than those during pre-Covid times. However, the continued streaming of the Cathedral's worship and ministry was made possible due to two grants from the Charity in previous years. These grants allowed the purchase of cameras and streaming equipment. A further grant in the 2021-2022 year allowed a considerable upgrade to the Cathedral's audio-visual equipment. After every online broadcast, a message reports that 'This broadcast was made possible thanks to a gift from The Friends of Canterbury Cathedral'. We have been able to attribute a number of enrolments due to this message.

New members were enrolled as follows:-

Membership type	2023-24	2024-2025	2025-2026
Single	71	89	100
Joint	52	27	48
Family	5	6	15
Single Life			
Joint Life			
Single Life +65	1	1	2
Joint Life +65		1	
Student	4	14	28
Single Under 30			6
Honorary Single Life		3	2
Honorary Joint Life			

A number of recruitment campaigns are run during specific Cathedral events and through the Cathedral's *What's On Guide*; this offers 15 months of membership for the price of 12 in the first year of joining. One of our crucial ways of engaging with visitors is via our Friends' Desk in the Cathedral and at Cathedral special events and public engagement (where appropriate). We also recruit via the Friends' pages within the Cathedral website and via word-of-mouth from existing Friends who share their enthusiasm for our community and its work. We also promote our community to all new Cathedral Welcomers and Guides during their training.

New Friends are welcomed with a New Member's Pack and, within the first year of their membership, they are invited to attend a New Members Celebration. We are indebted to the Cathedral Guides and Virgers who escort small groups of Friends around the Cathedral for tours. These occasions are an excellent opportunity for staff and Trustees to meet new Friends and for Friends to make friends amongst other new members of our community.

Membership
The Dean, the Friends' Council and staff, and the entire Friends' community, extends a very warm welcome to the 294 individual new Friends who joined us in 2025-26 (an increase from 197 new Friends in the previous year). We thank new members for supporting the Charity through their membership and we thank all our members for being a Friend and a part of our community and for helping us to support the Cathedral in so many important ways.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026



Friendly Singing is an outreach project bringing together Friends and non-members alike to enjoy sociable singing sessions

Fundraising
Many Friends make regular donations, both large and small, over and above annual membership fees that help build up the Charity's funds. We are also fortunate to benefit from family trusts which donate to the Charity from time-to-time.

The Charity aims to achieve best practice in the way that it communicates with its members and supporters and takes care with the tone and accuracy of its communications to avoid any pressure on donors and to ensure that their data is protected. The Charity never sells data and never swaps data other than with other departments of Canterbury Cathedral (and only with a member's permission) to enable services to be delivered. The Charity manages its own fundraising activities and does not employ the services of professional fundraisers. The Charity undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service. During the year ended 31 March 2026, the Charity received no complaints about its fundraising activities. Whilst the Charity has a busy programme of fundraising events for members (see pages 9-11), it is aware of the importance of allowing members to attend some events free of charge, such as the Friendly Singing Sessions.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026



Friends enjoyed gathering for tea in the Campanile Garden at the end of Friends' Day

The Friends' Office
The Friends' Office is located at Cathedral House, 11 The Precincts. The Office welcomes visitors between 10am-12 noon, and 2-4pm, Monday to Wednesday, and Friday. The Office is closed to visitors outside of these times to allow staff to attend to administrative tasks. During the year, our staff were Caroline Plaisted, Friends' Chief Officer, and Caroline McCartney, Database Administrator and Membership Manager. On occasions, such as in Spring and Autumn, when twice-yearly mailings are despatched, the staff welcome the support of volunteers who give valuable time, assistance, and good cheer, to this important task.

Grants payable:
The Grants gifted by the Charity to the Cathedral in the past year have been many and varied. The following were agreed by Council and pledged during this year:

- A Community Youth Choir (to be called the Canterbury Youth Choir) - £6,913
- A Benedictine Welcome (the refurbishment of the inside of the Christ Church Gate) - £331,715
- Deanery Conservation Phase 2 (to create commercial catering facilities for the Function Rooms) - £159,445
- Glass 100 Tracery (to conserve and stabilise the masonry of Bay 31 in the Great Cloister) - £40,501
- Welcoming Our Cathedral Community (to provide post-Eucharist tea, coffee, and biscuits) - £13,008

The Friends of Canterbury Cathedral

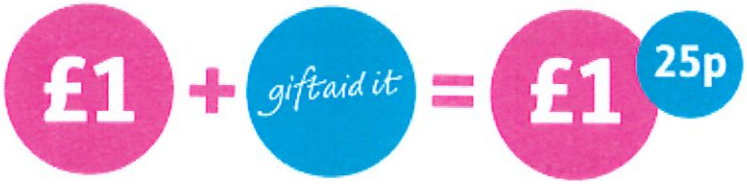
Council's Annual Report for the year ended 31 March 2026



moon landing – *a spectacular tapestry – was an art installation on display in the summer of 2025 and funded by a Grant from The Friends*

Gift Aid

Gift Aid is claimed on a regular basis in accordance with HMRC online requirements. It is vital that all data is accurate and we are vigilant in updating our database on an on-going basis. We are grateful to all Friends who assist us in completing a new Gift Aid Declaration when informing us of updated address details.



Specific "Friends of Canterbury Cathedral" Gift Aid donation envelopes are available at the Friends' Desk for any visitors who wish to make donations to the Charity when they are in the Cathedral. These can be placed in the donation box on the Friends' Desk or in any of the collection boxes housed in the Cathedral. The same Gift Aid envelopes are also made available to worshippers attending the Friends' Day Evensong and the Friends' Christmas Carol Service.

We thank all Friends and visitors who are able to support us in raising extra funds through Gift Aid.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Events 2025-26
The Friends' Events Programme not only forms an important part of the Charity's fundraising activities but is an important social aspect of our Friends' community. Some events offer Friends the chance to see the 'hidden' work of our Cathedral by way of talks and insights into departments which are not otherwise open to visitors and which, therefore, enhance membership. One of the highlights of our Charity's year is Friends' Day which has been held every summer since 1928. This is a chance for Friends to gather together and celebrate our Cathedral and also the work our community has done to support it during the previous year. Another highlight is our annual Christmas Service and Dinner which is a wonderful way to conclude the calendar year.

Other events during the year included Talks on a number of topics:

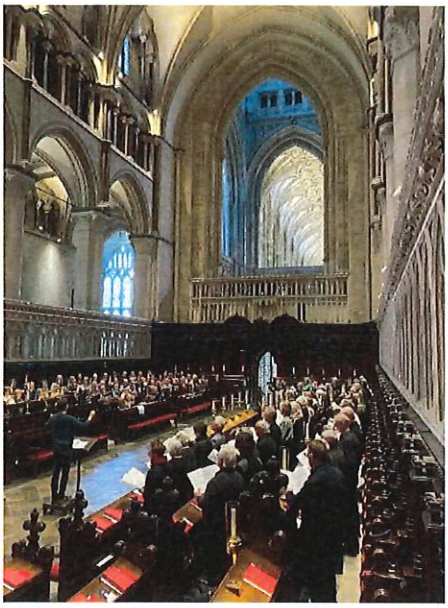
Jane Austen in Kent – a talk to commemorate the 250th anniversary of the author's birth; *Pepper: the king of the spices* – a talk about one of the earliest trading commodities; *Stone on Stone* – a talk about the building of medieval cathedrals; *Who Was Thomas Becket* & *Becket the Murder* – two talks about the life and death of one of Canterbury's most venerated Archbishops; *ABCDE* – a talk about the selection and election of the 106th Archbishop given by the Dean and Archdeacon of Canterbury; *Ostend* & *Bruges* – two talks on these historic European cultural cities; more talks in a series about the history of Canterbury and its citizens.

Our popular *Programme of Events* also includes a variety of musical occasions. We enjoyed our biennial *Big FRIENDly Sing* which brought together over 200 singers from across the UK, and some from Europe and the United States to sing Mozart's *Requiem* in The Quire under the leadership of David Newsholme and Jamie Rogers, Director and Assistant Director of Music respectively. In late summer, we were entertained by Cathedral Lay Clerks and Choral Scholars in a Summer Serenade in the Campanile Garden of the Cathedral Lodge. Monthly *FRIENDly Singing* sessions are held in a church hall local to the Cathedral and are regularly attended by 40 or more Friends and non-members who enjoy informal singing under the leadership of Jamie Rogers (mentioned above). At the Christmas singing session, we were joined by the Singing Partnerships Coordinator, Helen Brookes, who brought with her a group of children from a local school, St Thomas RC Primary, who joined in our singing and also performed their own songs from their Nativity play.

A group of 45 Friends enjoyed a trip to Cheshire which took in Leicester and Chester Cathedrals as well as outings to a number of historic houses and gardens.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026



The Big FRIENDly Sing brought over 200 singers together in May

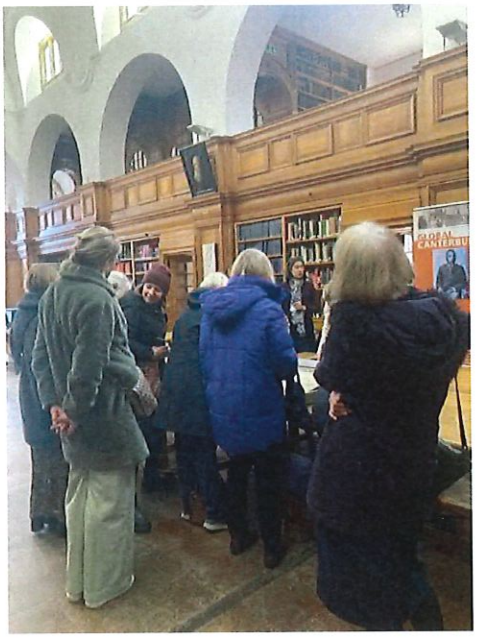


The Friends have worked with the Royal School of Needlework since the 1930s; Friends and non-members enjoy studying at our partnership classes run by Royal School of Needlework tutors which happen at least three times each year

Continuing on from the successful launch of our partnership with the Royal School of Needlework in 2022, three needlework classes were taught by RSN tutors Kathryn Sanders and Helen Stevens and held in the Community Studio. The designs worked were uniquely inspired by the windows and textiles of the Cathedral collections. Students of these classes travelled from far and wide to be with us – some from as far as the United States, Europe, and Australia. All classes were instantly sold out.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026





Some Friends' Events allow members to see behind the scenes of the Cathedral such as in the Archives and Library

Events planned for 2026-2027

A varied programme of Friends' Events will be offered to the Friends' community during the year. These will include a series of talks, some of which will continue our series on the history of Canterbury. Others will include a talk on Eva Braun; the history of Canterbury's pubs; another on Mary Moders (the Counterfeit Lady); one on our patron, King Charles III, and his passion for architecture; another about *Breakspear: The English Pope*; Angels; and others on art and history. We will also enjoy musical activities including our monthly FRIENDly Singing sessions and a Coffee Concert. As is our tradition, Friends will gather *en masse* for our Carol Service and Dinner as well as Friends' Day in the summer. The annual Friends' Holiday will be to the Isle of Wight to explore the cultural and historic houses and gardens and to visit both Portsmouth and Winchester cathedrals.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Legacies
We are enormously grateful to those Friends and their families who left legacies to the Charity during the year. In 2025-2026 we remember and give thanks to Miss C Boydell, Ms A C Pryce, Miss E M Smith, Miss P A Smith, and Miss J Thirkell.

Website
We update the Friends' pages on the Cathedral website on a regular basis. The Charity gave a grant to the Cathedral to allow it to launch a new website. This has enabled The Friends' pages to include an online enrolment option which links directly to our database. This has been beneficial in expanding our ability to enrol new members. There is a branding on the website which acknowledges the Charity's grant supporting the website.

Friends' Desk
The Friends' Desk in the Cathedral is our opportunity to tell visitors what The Friends do and how people can join our community. This is situated in the South-East Transept close to the tomb of the Black Prince. As this is a key point for visitors when they come to the end of their tour of the Cathedral, it is an ideal location for reaching out to pilgrims and tourists with news of the work of The Friends. Existing Friends and our volunteers, who are in attendance at the Friends' Desk six days of the week, continue to play a key role in recruiting thanks to their enthusiasm for the community we enjoy and the work that we do. The Friends' Desk is also an information point for forthcoming Friends' events. There are plans to update the Desk, subject to the necessary permissions, in the near future.



Friendly volunteers, who wear blue sashes, help promote our Charity at the Friends' Desk on our Cathedral

Volunteers
We are indebted to our volunteers who offer their time, talents, experience and enthusiasm to promote the Charity in so many ways both within and outside of the Precincts. We have a team of 12 volunteers, who greet visitors at the Friends' Desk. These volunteers, and many others, also join us for various occasions when we offer hospitality to groups from other cathedrals who visit Canterbury. We also have a stalwart group of about 20 volunteers who help to prepare the twice-yearly mailings. Our volunteers are the best advertisement for the Charity and their support and enthusiasm is infectious.

Newsletter, The FRIENDly Friday Newsletter,* and *Chronicle
We publish two printed *Newsletters* each year (in Spring and Autumn) in order to update Friends on our community's activities and events in and around the Cathedral. The *Chronicle* is published annually and is, in effect, the Cathedral's year book. The *Chronicle* is sent to all Friends with our Spring mailing and also to all national collection libraries in the UK. The *Chronicle,* and the latest *Newsletter* and relevant *Programme of Events* are included in all New Members' Packs. The *Chronicle* is also displayed in the bedrooms of the Cathedral Lodge and circulated to all departments of the Cathedral. The *FRIENDly Friday Newsletter* is an e-newsletter which is circulated to those Friends on email at the end of every month. It promotes all forthcoming Friends' events as well as Cathedral Services and other events in The Precincts.

Financial performance

Donations and legacies including membership income came to £190,159 (2025: £160,846). Included in this figure were legacies receivable of £74,989 (2025: £45,612). Historically, legacy income has funded a significant proportion of the grants made by the Charity to the Cathedral. We are extremely grateful to Friends who make a point of including a legacy to the Charity in their Wills. We are also grateful to the families of Friends who designate the Charity as the recipient of retiring collections at funerals and memorial services.

Friends may wish to be reminded that bequests to charitable organisations totalling 10% or more of the net value of an estate result in a 10% reduction in the rate of Inheritance Tax payable. It is therefore often possible for even quite modest bequests to result in a significant tax saving.

Fundraising activities (principally Friends' events) after costs raised a net £24,086 (2025: £10,530).

Investment income from funds managed on our behalf by Sarasin & Partners LLP, generated an income of £30,947 (2025: £34,576) – a yield of approximately 2.5% (2025: 2.9%). From 2024 additional funds have also been invested with CCLA Investment Management. The total value of investments under management increased in the year by £238,156, having taken account of net additional units purchased and the revaluation gains. The income from the funds is reinvested as it is received. Other shareholdings decreased by £633. During the year, an additional Liquidity account was opened with Sarasin to maximise interest income from more readily available funds.

Bank and other interest of £14,715 was received in the year compared with £11,971 in 2025.

Grants payable: during the year, the Charity agreed to commit net total funding of £590,614 (2025: £47,362) towards various projects. The detail is set out in note 6 to the financial statements.

Support costs (staff, premises and administrative expenses) plus governance costs have decreased from £122,389 in 2025 to £119,812 in 2026. In 2022, the Charity agreed with the Cathedral that it should pay its own staff costs.

Reserves policy
Council has determined that reserves of between £250,000 and £400,000 should be maintained. When reserves reach the upper level, Council enters into discussions with the Cathedral to identify projects which will enhance or restore the Cathedral fabric, or support worship and music, for which funding is required. At the end of the financial year, funds totalled £1,261,546 and included free reserves of £1,226,744 (excluding designated and restricted funds). Whilst the level of free reserves is significantly above the normal range, the Charity is discussing priorities for funding with the Cathedral. The Trustees believe that, at the current time, given the fluctuating markets, it is prudent to hold slightly higher reserves than that required under the reserves policy.

Over the next twelve to twenty-four months income may fall, especially that from investments. However, expenditure can, if necessary, be curtailed by reducing or deferring grant payments. Whilst the fluctuating markets will pose some challenges for the Charity, the Trustees believe that the Charity is financially robust enough to withstand these.

Investment policy and performance
Funds raised by the Charity and awaiting donation to the Cathedral are invested to produce optimum returns, whilst ensuring sufficient liquid funds are available to fulfil agreed commitments to the Cathedral. Around 2% of the Charity's assets were held in cash at the year-end (2025: 8%). Funds are invested in accordance with the mandate approved by the Council, which *inter alia* requires the investment manager to follow the guidelines on the Ethical Investment Policy of the Church Commissioners.

The benchmark for the performance of the equity portfolio is the FTSE 100 Share Index or such other indices as may be agreed with the investment manager.

Plans for future periods
In addition to the Friends' Events mentioned earlier, and subject to working with the Cathedral and its mission and strategic plan, our aims remain to:

- Increase the number of Friends with our work and by engaging with visitors to the Cathedral
- Encourage existing Friends to all try to recruit another Friend in the coming year
- Continue to raise funds in furtherance of the Charity's objectives
- Encourage as many Friends as possible to consider leaving a legacy to our Charity
- Continue to develop our Events programme to broaden the reach of our membership to younger and more diverse age groups including families
- Broaden the reach of the Charity by embracing the opportunities offered by working alongside other department of the Cathedral including the Fundraising Department
- Update The Friends' Desk in the Cathedral in line with the design and graphics of the Cathedral to attract more visitors to engage with our community and its work and introduce electronic enrolment and payment at the Desk, subject to technological and WiFi access

Acknowledgements
The Friends' Council is indebted to Iain Morris and Claire Jones at Chavereys Ltd for their invaluable assistance in maintaining the Friends' financial records, to Caroline Plaisted and Caroline McCartney who staff the Friends' Office, and to the Friends' volunteers who help run the Friends' Desk in the Cathedral so efficiently.

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Statement of Trustees' responsibilities in relation to the financial statements

The Trustees are responsible for ensuring the preparation of the Annual Report and the Financial Statements is in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice applicable to smaller charities.

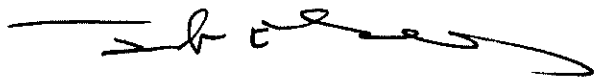
Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the principles and methods of the Charities Statement of Recommended Practice;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 Charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with applicable law and the Charity's trust deed. They are also responsible for safeguarding the assets of the Charity and hence for the prevention and detection of fraud and other irregularities.

This report was approved by the Council of The Friends of Canterbury Cathedral on 25 June 2026 and signed on its behalf.

Chair:



Janet Saunders

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Charity Registration Number: 1210093

Trustees:
The Trustees of the Charity are the members of Council, listed on page 17

Principal Officer:
Friends' Chief Officer: Caroline Plaisted

Address of the Principal Office:
The Friends' Office
Cathedral House
11 The Precincts
Canterbury
Kent
CT1 2EH

Bankers:
Lloyds Bank plc
49 High Street
Canterbury
Kent
CT1 2SE

Investment Manager:
Sarasin & Partners LLP
50 George Street
London W1U 7DY

Investment Manager:
CCLA Investment
1 Angel Lane
London EC4R 3AB

Independent Examiner:
MA Crawley FCA STEP
Chartered Accountant
Whitstable
Kent

Legal Advisor:
Winckworth Sherwood LLP
Arbor
255 Blackfriars Road
London SE1 9AX

The Friends of Canterbury Cathedral

Council's Annual Report for the year ended 31 March 2026

Charity Number: 1210093

Royal Patron: His Majesty The King

Chair of the Council: Janet Saunders

Honorary Treasurer: Iain Morris

Members of the Council:

The members of the Council who have acted at any time during the course of the financial year and up to the date of this report were:

Appointed under the Charity's Constitution

Ex Officio:
The Dean of Canterbury, The Very Reverend Dr David Monteith DL
The Lady Colgrain, His Majesty's Lord-Lieutenant of Kent

Honorary Civic Representative:
The Lord Mayor of Canterbury

Nominated by the Chapter of Canterbury:
Pim Baxter OBE
The Reverend Dr Emma Pennington, Canon Missioner
One position is currently vacant

Appointed Trustees:
Patsy Barrett
Wheezie Cottrell (appointed October 2025)
David Innes
Rebecca Lilley
Iain Morris FCA
Irene Nierzwicka
Janet Saunders
Dr John Williams MBE (until September 2025)

Associate
Amanda Cottrell OBE JP DL

The Friends of Canterbury Cathedral

Independent Examiner's Report

Report to the Trustees of The Friends of Canterbury Cathedral on accounts for the year ended 31 March 2026

I report on the accounts of the Charity for the year ended 31 March 2026, which are set out on pages 19 to 31.

Respective responsibilities of Trustees and Examiner

The Trustees are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:
- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention

Basis of Independent Examiner's statement

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

I have completed my examination. I confirm no material matters have come to my attention which gives me cause to believe that in, any material respect:
- accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts do not accord with such records; or
- the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have come across no other matters in connection with the examination to which the attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

MA Crawley FCA STEP
Chartered Accountant
Whitstable
Date: 25 June 2026

The Friends of Canterbury Cathedral

Statement of Financial Activities for the year ended 31 March 2026

	Note	2026 £ Unrestricted	2026 £ Restricted	2026 £ Total	2025 £ Total
Income from:					
Donations and legacies	2	163,761	26,398	190,159	160,846
Fundraising activities	3	38,686	-	38,686	29,424
Investments and interest receivable	4	45,845	-	45,845	46,547
Other incoming resources	4	-	-	-	3,625
Total		248,292	26,398	274,690	240,442
Expenditure on:					
Raising funds	5	29,574	-	29,574	36,157
Grants payable	6	551,582	39,032	590,614	47,362
Support and governance costs	7	119,812		119,812	122,389
Total		700,968	39,032	740,000	205,908
Net income/ (expense) before gains on investments		(452,676)	(12,634)	(465,310)	34,534
Net gain on investments	10	31,766		31,766	8,269
Net income/(expense) and net movement in funds		**(420,910)**	**(12,634)**	**(433,544)**	**42,083**
Reconciliation of funds:					
Balance brought forward at 1 April		1,669,697	25,393	1,695,090	1,652,287
Transfers between funds		(19,486)	19,486	-	-
Balance carried forward at 31 March		**1,229,301**	**32,245**	**1,261,546**	**1,695,090**

The above results reflect the total gains and losses of the Charity and arise wholly from continuing activities.

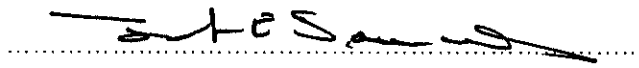
The notes on pages 22 to 31 form part of these accounts.

The Friends of Canterbury Cathedral

Balance Sheet at 31 March 2026

	Note	2026 £		2025 £	
Fixed assets					
Tangible assets	9		3,258		1,182
Investments	10		1,761,778		1,524,255
			1,765,036		1,525,437
Current assets					
Debtors	11	48,344		64,459	
Cash at bank and in hand		29,873		137,257	
		78,217		201,716	
Liabilities					
Creditors: Amounts falling due within one year	12	(581,707)		(32,063)	
Net current (liabilities) /assets			(503,490)		169,653
Net assets			**1,261,546**		**1,695,090**
Charity funds					
Restricted funds	13		32,245		25,393
Unrestricted income funds					
General funds	13	1,226,744		1,656,911	
Designated funds	13	2,557		12,786	
			1,229,301		1,669,697
Total funds			**1,261,546**		**1,695,090**

The financial statements were approved and authorised for issue by the Council of The Friends of Canterbury Cathedral on 25 June 2026 and signed on its behalf by:-



Janet Saunders, Chair

The notes on pages 22 to 31 form part of these accounts.

The Friends of Canterbury Cathedral

Statement of Cash Flows for the year ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash provided by/(used in) by operating activities	A	55,408	(386,301)
Cash flows from investing activities			
Investment income and interest received		45,845	46,547
Purchase of investments		(142,285)	(268,286)
Purchase of fixed assets		(2,880)	-
Net cash used by investing activities		**(99,320)**	**(221,739)**
Change in cash and cash equivalents in the year		(43,912)	(608,040)
Cash and cash equivalents at the start of the year		147,456	755,496
Cash and cash equivalents at the end of the year	B	**103,544**	**147,456**

A Reconciliation of net movement in funds to net cash provided by / (used in) operating activities

Net movement in funds (as per the Statement of Financial Activities)	(433,544)	42,803
Adjustments for:		
(Gain) on investments	(31,766)	(8,269)
Investment income and interest receivable	(45,845)	(46,547)
Decrease in debtors	16,115	31,917
Increase / (decrease) in creditors	549,644	(406,578)
Depreciation	804	373
Net cash provided by / (used in) operating activities	**55,408**	**(386,301)**

B Cash and cash equivalents

Cash at bank and in hand	29,873	137,257
Cash held by investment managers	73,671	10,199
Total cash and cash equivalents	**103,544**	**147,456**

C Reconciliation of net debt

	2025 £	Cash flows £	2026 £
Cash at bank and in hand	137,257	(107,384)	29,873
Cash held by investment managers	10,199	63,472	73,671
Total cash and cash equivalents	**147,456**	**(43,912)**	**103,544**

Notes to the Financial Statements for the year ended 31 March 2026

1 Principal accounting policies

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

Basis of accounting

These financial statements have been prepared for the year ended 31 March 2026 with comparative information given in respect to the year to 31 March 2025.

The financial statements 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 financial statements.

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 UK and Republic of Ireland (Charities SORP (FRS 102)) and with the Charities Act 2011.

The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and rounded to the nearest £.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates:

The items in the financial statements, where these judgements and estimates have been made, relate to assessing the probability of receipt of legacy income.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

As a result, the Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees are of the opinion that the Charity will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the Charity 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 and legacies, investment income and interest receivable and income from fundraising activities.

Income from donations is included as income when the Charity is entitled to the income and the amount can be measured. Services donated to the Charity are included within the financial statements as both income and expenditure at their estimated fair value.

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.

Income from fundraising activities, comprising mainly income from events, is recognised when the event takes place.

Legacies

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

- the Charity 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 probable, and
- fulfilment of any conditions attached to the legacy is wholly in the control of the Trustees.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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 and is stated inclusive of irrecoverable VAT.

Expenditure comprises direct costs and support costs. All expenditure is allocated to the relevant expenditure heading. The classification between activities is as follows:

- Expenditure on raising funds comprises fundraising expenditure, ie the costs incurred in relation to events, goods sold and publishing the *Chronicle*.
- Expenditure on charitable activities includes all costs of grant making including support costs

Donated facilities

The value of donated services and gifts in kind provided to the Charity are recognised as income in the period that they are receivable, where the benefit can be reliably measured. An equivalent amount is recognised as expenditure under the appropriate heading in The Statement of Financial Activities unless the gift is a fixed asset when it would be capitalised and depreciated over its useful economic life.

Grants payable

Grants payable are included in the Statement of Financial Activities in the year when approval is granted and when the recipient has either received the funds or been informed of the decision to make the grant and has satisfied all performance conditions. Grants approved but not paid at the end of the financial year are accrued. Grants where the beneficiary has not been informed or has to fulfil performance conditions before the grant is released are not accrued but are disclosed as financial commitments in the financial statements.

Support costs and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Charity, it is necessary to provide support in the form of personnel development, financial procedures and controls, provision of general office services and equipment and a suitable working environment.

Governance costs comprise the costs relating to the public accountability of the Charity and costs incurred in respect of its compliance with regulation and good practice.

- All support costs and governance costs are included within the expenditure of the one principal charitable activity of the Charity.

Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses. Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Office equipment	20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying value of the asset and is credited or charged to the Statement of Financial Activities.

Fixed asset 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.

Debtors

Debtors are recognised at their 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 have a maturity of less than three months from the date of acquisition.

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 Charity anticipates it will pay to settle the debt.

Fund structure

Restricted funds comprise monies raised for, or their use restricted to, a specified purpose or amounts subject to donor-imposed conditions as to use.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the Charity's charitable objects.

Pensions

Employees of the Charity are entitled to join a defined contribution 'money purchase' scheme. The pension charge represents the amounts payable by the Charity to the scheme in respect of the year.

Notes to the Financial Statements for the year ended 31 March 2026

2 Donations and legacies

	2026	2025
	£	£
Annual and life member subscriptions	62,551	59,909
Donations	32,492	38,450
Legacies	74,989	45,612
Grants	20,127	16,875
	190,159	**160,846**

Within the total donations received were donations restricted as follows:-

Donations restricted	2026	2025
	£	£
Miracle Window	19,546	16,875
Robert Willis Memorial Concert	3,582	-
Chronicle	3,000	-
Friendly Singing	150	-
Stained Glass	120	120
	26,398	**16,995**

3 Other trading activities

	2026	2025
	£	£
Income from events	38,681	29,419
Income from sale of goods	5	5
	38,686	**29,424**

4 Income from Investments

	2026	2025
	£	£
Investment income	31,130	34,576
Bank and other interest	14,715	11,971
	45,845	**46,547**

Other income	2026	2025
	£	£
Sundry income	-	3,625
	-	**3,625**

5 Expenditure on raising funds

	2026	2025
	£	£
Cost of events	14,595	18,889
Publishing costs	14,979	17,268
	29,574	**36,157**

6 Expenditure on charitable activities: Grants payable

	Grants payable 1 Apr 25	Paid in year	Grants approved/ (released)	Grants payable 31 Mar 26
Grants:				
Miracle Windows Interpretation	1,013	(19,546)	39,032	20,499
Moon Landing	12,786	(10,229)	-	2,557
Community Youth Choir			6,913	6,913
A Benedictine Welcome			331,715	331,715
Glass 100 Tracery		(3,706)	40,501	36,795
Deanery Conservation Phase 2		(5,531)	159,445	153,914
Welcoming our Cathedral Community			13,008	13,008
	13,799	**(39,012)**	**590,614**	**565,401**

7 Expenditure on charitable activities

	2026	2025
Support costs	£	£
Staff costs (see note 8)	86,569	76,056
Postage, printing and stationery	4,136	6,653
Office rent	8,493	8,493
Other office costs	20,614	31,187
	119,812	**122,389**

8 Analysis of staff costs

	2026	2025
	£	£
Wages and salaries	71,894	65,118
Social security costs	9,283	6,431
Pension costs	5,392	4,507
	86,569	**76,056**

The average number of full-time-equivalent employees during the year was 2 (2025: 2), with all employee time involved in providing support services.

No member of staff had emoluments exceeding £60,000 (2025: none).

The key management personnel of the Charity are deemed to be its Trustees. No Trustee received any remuneration with respect to their role as members of key management during the year (2025: £nil).

9 Tangible fixed assets

	Office equipment
	£
Cost	
At 31 March 2025	1,866
Additions	2,880
At 31 March 2026	4,746
Depreciation	
At 31 March 2025	684
Charge in year	804
At 31 March 2026	1,488
Net Book Value	
At 31 March 2026	**3,258**
At 31 March 2025	*1,182*

10 Fixed Asset investments	2026 £	2025 £
UK quoted investments:		
Market value 1 April	1,514,056	1,237,501
Additions	142,285	272,901
Disposals	-	(4,615)
Unrealised investment gains	31,766	8,269
Market value 31 March	1,688,107	1,514,056
Cash held within the investment portfolio	73,671	10,199
Total investments	**1,761,778**	**1,524,255**
Historical cost of the quoted Investments at 31 March was as follows:-	1,255,985	1,113,700

All the principal investments are in units in a Common Authorised Investment Fund, which provides a spread of risk.

11 Debtors	2026 £	2025 £
Sales ledger	30	-
Gift Aid recoverable	4,376	-
Prepayments	2,938	859
Legacies receivable	41,000	63,600
	48,344	**64,459**

12 Creditors: Amounts falling due within one year	2026 £	2025 £
Purchase ledger	30	413
Accruals	10,825	7,164
Amounts received for future Friends events	2,385	7,771
Grant commitments (see note 6)	565,401	13,799
Amounts owed to related entities	724	741
Other creditors	2,342	2,175
	581,707	**32,063**

Notes to the Financial Statements for the year ended 31 March 2026

13. Funds of the charity

At the year end the charity had funds in hand as follows:

	As at 1 Apr 2025 £	Income £	Fundraising and other expenditure £	Grants / donations £	Gains on Investments £	Transfer between funds £	As at 31 Mar 2026 £
Restricted funds							
Miracle Window	1,013	19,546	-	(39,032)	-	19,486	1,013
Friends' Garden project	10,000	-	-	-	-	-	10,000
Stained Glass	650	120	-	-	-	-	770
Music projects	13,730	-	-	-	-	-	13,730
Robert Willis Memorial Concert	-	3,582	-	-	-	-	3,582
Chronicle	-	3,000	-	-	-	-	3,000
Friendly singing grant	-	150	-	-	-	-	150
	25,393	26,398	-	(39,032)	-	19,486	32,245
Designated funds							
Moon Landing	12,786	-	-	(10,229)	-	-	2,557
A Benedictine Stay	-	-	-	(331,715)	-	331,715	-
Deanery Conservation Phase 2	-	-	-	(159,445)	-	159,445	-
Welcoming our Cathedral Community	-	-	-	(13,008)	-	13,008	-
Community Youth Choir	-	-	-	(6,913)	-	6,913	-
Glass 100 Tracery	-	-	-	(40,501)	-	40,501	-
	12,786	-	-	(561,811)	-	551,582	2,557
General funds	1,656,911	248,292	(149,386)	10,229	31,766	(571,068)	1,226,744
Total funds	**1,695,090**	**274,690**	**(149,386)**	**(590,614)**	**31,766**	**-**	**1,261,546**

General funds can be applied for any of the purposes for which the Charity was established.

14 Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of Charity in an independently administered fund.

The contributions to the scheme were £5,392 (2025: £4,507). There were outstanding contributions of £724 payable to the scheme at the year-end (2025: £741).

15 Related party transactions and Trustees' remuneration

No remuneration was paid to the Trustees in the year (2025: £nil). No travel or other expenses were reimbursed to Trustees (2025 - £nil).

Donations by Trustees to the Charity during the year were £nil (2025: £nil).

The Chapter of Canterbury is the sole beneficiary of the Charity, but the Charity is not controlled by the Chapter of Canterbury.

Grants payable to the Chapter during the year are as set out in note 6. The Charity occupies premises owned by the Chapter for which a full rent is paid of £8,493 (2025: £8,493) together with all property related charges.

17 Taxation

The Friends of Canterbury Cathedral is a registered Charity and therefore is not liable to Income Tax, Corporation Tax or Capital Gains Tax on income or gains derived from its charitable activities as they fall within the various exemptions available to registered charities.