The Directors
Canterbury Theatre and Festival Trust, 8 Orange Street, Canterbury, Kent, CT1 2JA

Burgess Hodgson Audit Limited
Camburgh House
27 New Dover Road
Canterbury, Kent
CT1 3DN

June 2026

Dear Sirs

This representation letter is provided in connection with your independent examination of the financial statements of The Canterbury Theatre and Trust for the year ending 31 March 2026 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the results and financial position of The Canterbury Theatre and Trust in accordance with The Companies Act 2006 and the United Kingdom's Generally Accepted Accounting Practices.

We confirm to the best of our knowledge and belief that the representations below are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the above representations to you.

We acknowledge our legal responsibilities regarding disclosure of information to you as independent examiners and confirm that so far as we are aware, there is no relevant information needed by you in connection with preparing your independent examination report of which you are unaware. Each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant information and to establish that you are aware of that information.

Financial statements

1. We have fulfilled our responsibilities as Directors, as set out in the terms of your engagement for preparing financial statements in accordance with The Companies Act 2006 and the United Kingdom's Generally Accepted Accounting Practices, which you have drafted on our behalf, which give a true and fair view of the financial position of the charity as of 31 March 2026 and of the results of its operations and cash flows for the year then ended and for making accurate representations to you.

2. Significant assumptions used by us in making accounting estimates are reasonable.

3. We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.

5. Related party relationships and transactions, as defined by the accounting standards and Companies Act 2006, have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.

6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.

19. The charity has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for directors, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.

Yours faithfully

Signed on behalf of the board of trustees by:

Name: K.C. MANDER

Date: 17/6/26

COMPANY REGISTRATION NUMBER: 01480595
CHARITY REGISTRATION NUMBER: 279714

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Unaudited Financial Statements

31 March 2026

BURGESS HODGSON LIMITED
Chartered accountants
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2026

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2026.

Chair's report

The Board of the Canterbury Theatre and Festival Trust presents its report for the year ending 31 March 2026, which includes the 2025 Festival.

The Canterbury Festival is an internationally respected annual two-week extravaganza of music, performance, talks, comedy, family events, science and more. The Festival showcases Canterbury as a diverse and dynamic centre of culture and welcomes both loyal and new audiences of all ages and backgrounds to be inspired and delighted in a celebration of creativity. Our Festival is amplified by a vibrant year-round programme, with creative opportunities, particularly for young people, performances, and events, all of which contribute towards making Canterbury an exciting place to live, work, learn and play.

It has often been said that running an Arts organisation is like riding a bicycle - you have to keep moving otherwise you fall off. In 2024-5 we seemed to move forward very uncertainly while we appointed a new Festival Director and Chief Executive, but with the arrival of Susannah Stevenson on 1 November 2024 we felt we were starting to move forward more confidently.

Although some Festival events are many years in the planning, we can regard the 2025 Festival as Susannah's first, and a very successful one too. Audience demand remained strong: we increased our ticket income by 5% (on 2024 figures), our tickets sold by 12%, our website visitors by 39%, our Festival Friends by 15%, and 36% of bookers for the Festival were booking for the first time. We created a more coherent and navigable Festival offer by introducing a new chronological brochure layout, and integrated our former Umbrella events into the core programme, giving the feeling that more was happening (even though there were actually fewer events). Most importantly, post-Festival feedback from audience members was very positive indeed, and across a range of artforms.

Artistically, the Festival was rich and wide-ranging. Many headline events drew large and appreciative audiences, and six events sold out entirely (one within 21 hours of tickets going on sale). New curated strands - Women's Voices, Made in Kent, Let's Play, Gibbons 400 and Public Engagement - added depth and narrative shape across artforms.

2025 also saw a pilot of the Festival's first Family Takeover, a new initiative animating the entire Malthouse Theatre complex with a range of both free and paid-for events across a wide variety of artforms in a single day. It attracted 1000 children and their grown-ups, 300 of whom simply came to take part in the free activities. We also piloted discounted tickets for under-30s and although the take-up was small, we shall seek to develop this further in 2026.

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Financially there were, of course, challenges. We set ambitious targets for box office income and sponsorship, of which we only achieved 92%. This was in part due to the unfortunate timing of a meningitis outbreak in Canterbury just before our Step into Spring weekend. It also reflects a wider national climate of economic uncertainty, cost of living challenges, and the implications of tax changes on key income streams, including universities and private schools. Once again, we acknowledge with gratitude the steadfast support of our Key Partner (Kent College), our Headline Supporters (Canterbury Christ Church University, Paul Roberts, and South Canterbury), and over 25 corporate sponsors, as well as support from Trusts, individual Supporters, Vice-Presidents, Corporate Members and Friends.

Reference and administrative details

Registered charity name	Canterbury Theatre and Festival Trust
Charity registration number	279714
Company registration number	01480595
Principal office and registered office	8 Orange Street Canterbury Kent CT1 2JA United Kingdom

The trustees

Dr Kate Neales	(Resigned 15 October 2025)
Colin Carmichael OBE	(Resigned 31 December 2025)
Peter Hermitage QPM	(Resigned 15 October 2025)
Professor Dan Lloyd	
Prof Keith Mander	
Air Marshall Chris Nickols	
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Jessica Barry ACA	(Appointed 1 January 2026)
Deborah Shaw	(Appointed 1 January 2026)

Independent examiner	Andrew Collyer Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN

1. A bi-annual review of the risks and opportunities the charity may face.

2. The establishment of systems and procedures to mitigate those risks identified in the delivery of the Festival's Strategic Plan 2026 - 2034, currently in development.

3. The implementation of procedures designed to minimise any potential impact on the charity, should these risks materialise.

The charity maintains a Risk Register which identifies the principal risks as non-financial issues arising from artistic excellence, competition and public perception, together with management of the specific risks concerning the loss of core income or failure to reach fundraising targets. The Trustees are satisfied that adequate steps are taken to mitigate these risks and others identified within the Risk Register.

A further key element in the management of financial risk is the setting of a reserve policy and its regular review by Trustees.

Reserve policy

1. The Festival's financial objectives require the organisation to maintain a free cash reserve equivalent to 6 months of core operating costs equating to **£150,000**.
2. The Trustees and senior management recognise the risks associated with future ticket sales and accordingly, a designated reserve of **£20,000 p/a** is maintained to cover any shortfall.
3. The Festival continues to be heavily reliant upon fund raising, sponsorship and grant support. The full impact of the current economic climate upon supporters is unknown, however it is considered appropriate to designate up to **£25,000** p/a against any shortfall.

Overall, a cash total reserve of **£195,000** is required to meet these objectives.

4. The Festival recognises the need to invest in its artistic output to ensure its ongoing relevance and reputation and prioritises its remaining reserves in support of future artistic endeavours.

Investment policy and objectives
Under the Memorandum and Articles of Association the charity has the power to invest in any way the Trustees feel appropriate.

In the year 2015 the Trustees invested £300,000 of the unrestricted reserve with Rathbone's Investments.

The Trust's investment policy statement with Rathbones was updated in December 2025 to outline:

1. The objective of the investment is to obtain a sustainable balance of growth and income over the medium to longer term. An acceptable level of income to be decided from time to time by the Trust's trustees but likely to be within the range 3-4%.

2. A balanced approach between capital and growth with the emphasis on producing a total return although income or capital may be withdrawn from time to time.

3. The risk investment strategy to be adopted, including capacity for loss will be:

- The investments will be managed on a medium risk strategy in line with the investment managers understanding of such a strategy over the medium to long term. It is important that the portfolio is sustainable and suitably diverse.

Who used and benefited from our services

There were 140 festival (i.e. Canterbury Festival) events (18 of which were free, +50% vs 2024/2025), a further 18 talks and walks as part of "Step into Spring" and a Christmas fundraising concert and talk. 14,424 tickets were sold for the festival, plus 498 for Step into Spring and 275 for our Christmas activities, a total of 14,699 tickets. Ticket sales for festival events were up 12% compared to last year, with several events completely sold out.

As ever, our volunteers were great festival ambassadors and they, together with performers and walk-leaders all contributed to the festival's exciting atmosphere and well-managed range of events offered to audiences.

Festival Public Engagement delivers a free year-round community arts programme, focused on addressing a need for inclusive creative arts projects for all ages. Through a combination of projects listed below we provided approx. 40 free workshops, masterclasses and performance opportunities for almost 3,000 children, young people and older adults to develop artistic ambition, nurture appreciation and enjoyment of the arts in a creative learning context. In 2025/2026 approx. 12,000 people participated in in the public engagement programme with its activities more prominently highlighted within the festival programme.

- Provided 39 x workshops/masterclasses (Schools' Poetry, nu:chorus, Open Clay, Hearts& Minds, Youth Orchestra, CCCU Digital Media Creative Industries Project, CCCU Arts & Culture Professional Skills/FOH & ASM, Canterbury College Media Studies Professional Skills Placements, Canterbury College Visual Arts Professional Skills Placements, University of Creative Arts Creative Practice).
- Programmed/produced 16 x project events during Festival: Schools' Poetry Showcase, nu:chorus/The King's Singers, Open Clay Freewheeling 2, Beautiful Noise, Eco-Bot, Reading Room, Youth Music Ambassador Lunchtime Recital, The Big Draw, Young Musicians' Bursary Final, Canterbury Academy Showcase, Canterbury Festival Youth Orchestra, Contraband, BRIT Kids Showcase, Professional Skills & Creative Industries placements (CCCU Stage Management & Employability, Canterbury College Media Studies, Canterbury College Ceramics).
- Collaborated with 6 x Visual Arts Partner Exhibitions: Colour Connect/Rock Paper Scissors, East Kent Open Houses, Travels with Bowie/Lilford Gallery, What Remains?/The Beaney House of Art & Knowledge, Bog Body/CCCU and How We Visualise Canterbury Castle/CCCU.
- Collaborative Creative Partnerships: Beaney House of Art & Knowledge, Bright Shadow, BRIT Kids UK, Canterbury Cantata Trust, Canterbury Cathedral (Music), Canterbury College (Visual Arts/Ceramics & Music Department), Catching Lives, Clayground Collective, Canterbury Christ Church University, Eastbridge Hospital & Franciscan Gardens, East Kent Open Houses, Forget-me-Nots, Lilford Gallery, NHS Medway & Kent, Simon Langton Grammar School for Boys, Streets Ahead, The Big Draw UK, The Canterbury Voices, University of Creative Arts, University of Kent (bOing!, Gulbenkian Arts Centre/iCCi, Extra-Curricular Music/Dan Harding).

2025/2026 Total Schools' Participants = 2,938 from 45 schools across Kent.
2025/2026 Total Public Engagement Programme Participants: 11,940

Fundraising activities
A total of £217,973 (2025: £234,526) excluding box office and programme receipts was raised from Vice Presidents' donations and subscriptions, Gift Aid, general donation, corporate membership, special fundraising and sponsorship. A total of £3,318 (2025: £12,010) was raised from grants during the period.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Canterbury Theatre and Festival Trust

Year ended 31 March 2026

I report to the trustees on my examination of the financial statements of Canterbury Theatre and Festival Trust ('the charity') for the year ended 31 March 2026.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act 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

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Andrew Collyer
Independent Examiner

Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Financial Position

31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Investments	21	390,799	402,006
Current assets			
Debtors	22	11,853	18,340
Cash at bank and in hand		32,476	43,185
		44,329	61,525
Creditors: amounts falling due within one year	23	46,442	41,304
Net current liabilities		(2,113)	20,221
Total assets less current liabilities		388,686	422,227
Creditors: amounts falling due after more than one year	24	25,000	—
Net assets		363,686	422,227
Funds of the charity			
Unrestricted funds		363,686	422,227
Total charity funds	27	363,686	422,227

For the year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 17/6/26, and are signed on behalf of the board by:

Prof Keith Mander
Trustee

The notes on pages 13 to 23 form part of these financial statements.

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Orange Street, Canterbury, Kent, CT1 2JA, United Kingdom.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Investment valuations:

Investment valuations are obtained by trustees from the investment managers, who utilise the closing quoted market price information available at the balance sheet date.

3. **Accounting policies** *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Leasehold improvement	-	Over the remaining term of the lease
Fixtures and fittings	-	25% straight line
Marketing & promotional equipment	-	33.33% and 20% straight line
Computer Equipment	-	25% straight line

Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Box office/other events	349,139	349,139	348,862	348,862
Grants	3,318	3,318	12,010	12,010
	352,457	352,457	360,872	360,872

7. Fundraising income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Fundraising	3,315	3,315	14,598	14,598
Sponsorship	69,950	69,950	88,100	88,100
Subscriptions	9,050	9,050	10,867	10,867
Advertising	3,120	3,120	8,980	8,980
Rental & other income	5,000	5,000	5,000	5,000
	90,435	90,435	127,545	127,545

8. Investment income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Bank interest receivable	813	813	2,455	2,455

9. Costs of other trading activities

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Fundraising costs	3,273	3,273	7,735	7,735

14. Net gains/losses on investments

	Unrestricted Funds	**Total Funds 2026**	Unrestricted Funds	Total Funds 2025
	£	**£**	£	£
Gains/(losses) on investments	38,793	38,793	9,419	9,419

15. Auditors remuneration

	2026	2025
	£	£
Fees payable for the audit of the financial statements	–	7,250

16. Independent examination fees

	2026	2025
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	2,000	–

17. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2026	2025
	£	£
Wages and salaries	238,793	232,139
Social security costs	20,281	13,640
Employer contributions to pension plans	9,375	10,395
	268,449	256,174

The average head count of employees during the year was 6 (2025: 6). The average number of full-time equivalent employees during the year is analysed as follows:

	2026	2025
	No.	No.
Administration	5	5
Marketing	1	1
	6	6

The number of employees whose remuneration for the year fell within the following bands, were:

	2026	2025
	No.	No.
£60,000 to £69,999	1	–

21. Investments *(continued)*

Financial assets held at fair value

Financial assets are measured at fair value on the date of the balance sheet.

22. Debtors

	2026	2025
	£	£
Trade debtors	2,455	17,429
Other debtors	9,398	911
	11,853	18,340

23. Creditors: amounts falling due within one year

	2026	2025
	£	£
Trade creditors	1,283	3,825
Accruals and deferred income	29,431	27,429
Social security and other taxes	6,761	6,386
Other creditors	8,967	3,664
	46,442	41,304

24. Creditors: amounts falling due after more than one year

	2026	2025
	£	£
Bank loans and overdrafts	25,000	–

25. Deferred income

	2026	2025
	£	£
At 1 April 2025	5,679	6,812
Amount released to income	(5,679)	(6,812)
Amount deferred in year	1,530	5,679
At 31 March 2026	1,530	5,679

26. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £9,375 (2025: £10,395).

28. Analysis of net assets between funds

	Unrestricted Funds £	**Total Funds 2026 £**
Investments	390,799	390,799
Current assets	44,329	44,329
Creditors less than 1 year	(46,442)	(46,442)
Creditors greater than 1 year	(25,000)	(25,000)
Net assets	363,686	363,686

	Unrestricted Funds £	Total Funds 2025 £
Investments	402,006	402,006
Current assets	61,525	61,525
Creditors less than 1 year	(41,304)	(41,304)
Creditors greater than 1 year	–	–
Net assets	422,227	422,227

29. Analysis of changes in net debt

	At 1 Apr 2025 £	Cash flows £	**At 31 Mar 2026 £**
Cash at bank and in hand	43,185	(10,709)	32,476
Debt due after one year	–	(25,000)	(25,000)
	43,185	(35,709)	7,476

30. Related parties

i) During the year, the trustees and related parties donated £2,728 (2025: £2,458) to the charity.

ii) As noted in the Report of the Trustees, Canterbury Theatre and Festival Trust has a close relationship with Canterbury Festival Foundation. The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust. From the cumulative excess of income over expenditure the Foundation (Friends) made a donation totalling £nil (2025: £30,000) to the Canterbury Theatre and Festival Trust in order to support its charitable activities for the year to March 2026.

iii) The registered office of the Canterbury Theatre and Festival Trust is 8 Orange Street, Canterbury, Kent, CT1 2JA. This building is owned by the Canterbury Festival Foundation, a charity set up in order to aid and support the Canterbury Theatre and Festival Trust in carrying out its charitable activities. No rent is charged for the occupation or use of the building.

31. Controlling party

The charity is a company limited by guarantee and was controlled throughout the year by the Trustees.

COMPANY REGISTRATION NUMBER: 01480595
CHARITY REGISTRATION NUMBER: 279714

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Unaudited Financial Statements

31 March 2026

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Independent examiner	Andrew Collyer Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN

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2. The establishment of systems and procedures to mitigate those risks identified in the delivery of the Festival's Strategic Plan 2026 - 2034, currently in development.

3. The implementation of procedures designed to minimise any potential impact on the charity, should these risks materialise.

The charity maintains a Risk Register which identifies the principal risks as non-financial issues arising from artistic excellence, competition and public perception, together with management of the specific risks concerning the loss of core income or failure to reach fundraising targets. The Trustees are satisfied that adequate steps are taken to mitigate these risks and others identified within the Risk Register.

A further key element in the management of financial risk is the setting of a reserve policy and its regular review by Trustees.

Reserve policy

1. The Festival's financial objectives require the organisation to maintain a free cash reserve equivalent to 6 months of core operating costs equating to **£150,000**.
2. The Trustees and senior management recognise the risks associated with future ticket sales and accordingly, a designated reserve of **£20,000 p/a** is maintained to cover any shortfall.
3. The Festival continues to be heavily reliant upon fund raising, sponsorship and grant support. The full impact of the current economic climate upon supporters is unknown, however it is considered appropriate to designate up to **£25,000** p/a against any shortfall.

Overall, a cash total reserve of **£195,000** is required to meet these objectives.

4. The Festival recognises the need to invest in its artistic output to ensure its ongoing relevance and reputation and prioritises its remaining reserves in support of future artistic endeavours.

Investment policy and objectives
Under the Memorandum and Articles of Association the charity has the power to invest in any way the Trustees feel appropriate.

In the year 2015 the Trustees invested £300,000 of the unrestricted reserve with Rathbone's Investments.

The Trust's investment policy statement with Rathbones was updated in December 2025 to outline:

1. The objective of the investment is to obtain a sustainable balance of growth and income over the medium to longer term. An acceptable level of income to be decided from time to time by the Trust's trustees but likely to be within the range 3-4%.

2. A balanced approach between capital and growth with the emphasis on producing a total return although income or capital may be withdrawn from time to time.

3. The risk investment strategy to be adopted, including capacity for loss will be:

- The investments will be managed on a medium risk strategy in line with the investment managers understanding of such a strategy over the medium to long term. It is important that the portfolio is sustainable and suitably diverse.

Who used and benefited from our services

There were 140 festival (i.e. Canterbury Festival) events (18 of which were free, +50% vs 2024/2025), a further 18 talks and walks as part of "Step into Spring" and a Christmas fundraising concert and talk. 14,424 tickets were sold for the festival, plus 498 for Step into Spring and 275 for our Christmas activities, a total of 14,699 tickets. Ticket sales for festival events were up 12% compared to last year, with several events completely sold out.

As ever, our volunteers were great festival ambassadors and they, together with performers and walk-leaders all contributed to the festival's exciting atmosphere and well-managed range of events offered to audiences.

Festival Public Engagement delivers a free year-round community arts programme, focused on addressing a need for inclusive creative arts projects for all ages. Through a combination of projects listed below we provided approx. 40 free workshops, masterclasses and performance opportunities for almost 3,000 children, young people and older adults to develop artistic ambition, nurture appreciation and enjoyment of the arts in a creative learning context. In 2025/2026 approx. 12,000 people participated in in the public engagement programme with its activities more prominently highlighted within the festival programme.

- Provided 39 x workshops/masterclasses (Schools' Poetry, nu:chorus, Open Clay, Hearts& Minds, Youth Orchestra, CCCU Digital Media Creative Industries Project, CCCU Arts & Culture Professional Skills/FOH & ASM, Canterbury College Media Studies Professional Skills Placements, Canterbury College Visual Arts Professional Skills Placements, University of Creative Arts Creative Practice).
- Programmed/produced 16 x project events during Festival: Schools' Poetry Showcase, nu:chorus/The King's Singers, Open Clay Freewheeling 2, Beautiful Noise, Eco-Bot, Reading Room, Youth Music Ambassador Lunchtime Recital, The Big Draw, Young Musicians' Bursary Final, Canterbury Academy Showcase, Canterbury Festival Youth Orchestra, Contraband, BRIT Kids Showcase, Professional Skills & Creative Industries placements (CCCU Stage Management & Employability, Canterbury College Media Studies, Canterbury College Ceramics).
- Collaborated with 6 x Visual Arts Partner Exhibitions: Colour Connect/Rock Paper Scissors, East Kent Open Houses, Travels with Bowie/Lilford Gallery, What Remains?/The Beaney House of Art & Knowledge, Bog Body/CCCU and How We Visualise Canterbury Castle/CCCU.
- Collaborative Creative Partnerships: Beaney House of Art & Knowledge, Bright Shadow, BRIT Kids UK, Canterbury Cantata Trust, Canterbury Cathedral (Music), Canterbury College (Visual Arts/Ceramics & Music Department), Catching Lives, Clayground Collective, Canterbury Christ Church University, Eastbridge Hospital & Franciscan Gardens, East Kent Open Houses, Forget-me-Nots, Lilford Gallery, NHS Medway & Kent, Simon Langton Grammar School for Boys, Streets Ahead, The Big Draw UK, The Canterbury Voices, University of Creative Arts, University of Kent (bOing!, Gulbenkian Arts Centre/iCCi, Extra-Curricular Music/Dan Harding).

2025/2026 Total Schools' Participants = 2,938 from 45 schools across Kent.
2025/2026 Total Public Engagement Programme Participants: 11,940

Fundraising activities
A total of £217,973 (2025: £234,526) excluding box office and programme receipts was raised from Vice Presidents' donations and subscriptions, Gift Aid, general donation, corporate membership, special fundraising and sponsorship. A total of £3,318 (2025: £12,010) was raised from grants during the period.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Canterbury Theatre and Festival Trust

Year ended 31 March 2026

I report to the trustees on my examination of the financial statements of Canterbury Theatre and Festival Trust ('the charity') for the year ended 31 March 2026.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act 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

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Andrew Collyer
Independent Examiner

Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Financial Position

31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Investments	21	390,799	402,006
Current assets			
Debtors	22	11,853	18,340
Cash at bank and in hand		32,476	43,185
		44,329	61,525
Creditors: amounts falling due within one year	23	46,442	41,304
Net current liabilities		(2,113)	20,221
Total assets less current liabilities		388,686	422,227
Creditors: amounts falling due after more than one year	24	25,000	—
Net assets		363,686	422,227
Funds of the charity			
Unrestricted funds		363,686	422,227
Total charity funds	27	363,686	422,227

For the year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 17/6/26, and are signed on behalf of the board by:

Prof Keith Mander
Trustee

The notes on pages 13 to 23 form part of these financial statements.

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Orange Street, Canterbury, Kent, CT1 2JA, United Kingdom.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Investment valuations:

Investment valuations are obtained by trustees from the investment managers, who utilise the closing quoted market price information available at the balance sheet date.

3. **Accounting policies** *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Leasehold improvement	-	Over the remaining term of the lease
Fixtures and fittings	-	25% straight line
Marketing & promotional equipment	-	33.33% and 20% straight line
Computer Equipment	-	25% straight line

Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Box office/other events	349,139	349,139	348,862	348,862
Grants	3,318	3,318	12,010	12,010
	352,457	352,457	360,872	360,872

7. Fundraising income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Fundraising	3,315	3,315	14,598	14,598
Sponsorship	69,950	69,950	88,100	88,100
Subscriptions	9,050	9,050	10,867	10,867
Advertising	3,120	3,120	8,980	8,980
Rental & other income	5,000	5,000	5,000	5,000
	90,435	90,435	127,545	127,545

8. Investment income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Bank interest receivable	813	813	2,455	2,455

9. Costs of other trading activities

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Fundraising costs	3,273	3,273	7,735	7,735

14. Net gains/losses on investments

	Unrestricted Funds	**Total Funds 2026**	Unrestricted Funds	Total Funds 2025
	£	**£**	£	£
Gains/(losses) on investments	38,793	38,793	9,419	9,419

15. Auditors remuneration

	2026	2025
	£	£
Fees payable for the audit of the financial statements	–	7,250

16. Independent examination fees

	2026	2025
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	2,000	–

17. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2026	2025
	£	£
Wages and salaries	238,793	232,139
Social security costs	20,281	13,640
Employer contributions to pension plans	9,375	10,395
	268,449	256,174

The average head count of employees during the year was 6 (2025: 6). The average number of full-time equivalent employees during the year is analysed as follows:

	2026	2025
	No.	No.
Administration	5	5
Marketing	1	1
	6	6

The number of employees whose remuneration for the year fell within the following bands, were:

	2026	2025
	No.	No.
£60,000 to £69,999	1	–

21. Investments *(continued)*

Financial assets held at fair value

Financial assets are measured at fair value on the date of the balance sheet.

22. Debtors

	2026	2025
	£	£
Trade debtors	2,455	17,429
Other debtors	9,398	911
	11,853	18,340

23. Creditors: amounts falling due within one year

	2026	2025
	£	£
Trade creditors	1,283	3,825
Accruals and deferred income	29,431	27,429
Social security and other taxes	6,761	6,386
Other creditors	8,967	3,664
	46,442	41,304

24. Creditors: amounts falling due after more than one year

	2026	2025
	£	£
Bank loans and overdrafts	25,000	–

25. Deferred income

	2026	2025
	£	£
At 1 April 2025	5,679	6,812
Amount released to income	(5,679)	(6,812)
Amount deferred in year	1,530	5,679
At 31 March 2026	1,530	5,679

26. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £9,375 (2025: £10,395).

28. Analysis of net assets between funds

	Unrestricted Funds £	**Total Funds 2026 £**
Investments	390,799	390,799
Current assets	44,329	44,329
Creditors less than 1 year	(46,442)	(46,442)
Creditors greater than 1 year	(25,000)	(25,000)
Net assets	363,686	363,686

	Unrestricted Funds £	Total Funds 2025 £
Investments	402,006	402,006
Current assets	61,525	61,525
Creditors less than 1 year	(41,304)	(41,304)
Creditors greater than 1 year	–	–
Net assets	422,227	422,227

29. Analysis of changes in net debt

	At 1 Apr 2025 £	Cash flows £	**At 31 Mar 2026 £**
Cash at bank and in hand	43,185	(10,709)	32,476
Debt due after one year	–	(25,000)	(25,000)
	43,185	(35,709)	7,476

30. Related parties

i) During the year, the trustees and related parties donated £2,728 (2025: £2,458) to the charity.

ii) As noted in the Report of the Trustees, Canterbury Theatre and Festival Trust has a close relationship with Canterbury Festival Foundation. The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust. From the cumulative excess of income over expenditure the Foundation (Friends) made a donation totalling £nil (2025: £30,000) to the Canterbury Theatre and Festival Trust in order to support its charitable activities for the year to March 2026.

iii) The registered office of the Canterbury Theatre and Festival Trust is 8 Orange Street, Canterbury, Kent, CT1 2JA. This building is owned by the Canterbury Festival Foundation, a charity set up in order to aid and support the Canterbury Theatre and Festival Trust in carrying out its charitable activities. No rent is charged for the occupation or use of the building.

31. Controlling party

The charity is a company limited by guarantee and was controlled throughout the year by the Trustees.