Churches Conservation Trust

ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026

CHURCHES CONSERVATION TRUST
ANNUAL REPORT AND ACCOUNTS 2025-2026

For the period 1 April 2025 to 31 March 2026

Presented to Parliament Pursuant to

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Any enquiries regarding this publication should be sent to us at central@thecct.org.uk

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1. Foreword

In the past year, we have been working hard to implement our new 2025-2030 strategy. Community, combined with our bedrock of conservation and the creativity needed to reimagine these precious buildings for future generations, all remain fundamental to our success. We have welcomed five new trustees who, like the staff team, have embraced our organisational values, and it's been so heartening to see how they are increasingly becoming a part of everyday life at CCT.

Throughout the course of the year, there have been so many occasions for celebration. In June, the regional teams and communities came together to mark the very first Celebrate Your CCT Church Festival with over 62 events held across the country to increase engagement and footfall within our churches, with many people visiting CCT churches for the first time. This increase in activity, alongside many other events throughout the year, has played a vital role in growing the number of supporters to our churches. We are deeply grateful for all those who continue to visit and enjoy them.

Following the closure of The Bridge Project, which was running Sudbury Arts Centre in partnership with CCT, the operation passed back to us. We were quickly able to support the staff team to minimise disruption to the programme and it's been wonderful to see the Arts Centre go from strength to strength, supporting community activities and running an eclectic mix of income-generating concerts and events. We are now looking at how we can provide a long term solution for this beautiful building that is playing such an important role in its community.

In November, we were delighted to host the Annual Lecture, welcoming historian, broadcaster and bestselling author Dan Jones who gave a lecture on Henry V including connections with several CCT churches. We are particularly grateful to our partners at Southwark Cathedral for their hospitality and their sense of shared purpose, reflecting a commitment to supporting wider church heritage at a time of significant change.

Image: A midsummers day at St Peter's Church, Northampton © Steph Mead

We have witnessed many other successes during the first year of our strategy. CCT's expert Conservation team has led a significant glazing repair project to the east windows at our latest vesting, St Wilfrid's Chapel in Brougham, Cumbria marking a significant milestone in the church's overall vesting repairs, with the building now watertight. For CCT, St Wilfrid's represents not just a building but a community partnership, having forged a strong relationship with members of the Parochial Church Council that previously cared for the site. After all, heritage buildings are about connection, not just to the past but also to the present and future communities they serve.

As ever, the activities highlighted within the annual report and accounts are only a small snapshot of the projects, events, brilliant people and dedicated groups whose support helps to keep our churches alive. This continues to be possible thanks to the generosity of those who give their time and money to sustain our work. We remain grateful to the Department of Culture, Media and Sport and the Commissioners of the Church of England for the vital core funding that underpins our efforts and for their continued guidance and support, as well as to the many thousands of volunteers, members and donors. Thanks to them, we are able to multiply this core funding each year and achieve so much more. Together, we believe we can forge a future for these wonderful buildings that will be worthy of their past.

Greg Pickup

Chief Executive

Elizabeth Peace CBE

Chair of the Trustees

Image: Font cover at St Peter's Church, Northampton © Steph Mead

2. Introduction

Who We Are

The Churches Conservation Trust is the national charity protecting historic churches at risk. We have saved over 350 beautiful buildings which attract over 1.8 m visitors a year.

Constitution and Objective

The Churches Conservation Trust (CCT) is registered as a charity (number 258612), and its governing document is the Mission and Pastoral Measure 2011 (2011 No.3). Its object, as defined in section 57(4), is: 'the preservation, in the interests of the nation and the Church of England, of churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust by the Church Commissioners, together with their contents so vested'.

Our vision is for historic churches to be enjoyed by everyone as places of heritage, culture, spirituality, and beauty.

Strategic Aims

Our strategy for 2025-2030 is based on the three strands of Conservation, Creativity and Community.

We are in a unique and fortunate position, with a collection of beautiful historic buildings to conserve, a community of people who care about them, and the creativity to imagine a sustainable future that keeps them alive for future generations. We plan to deliver our core mission by focusing on these interlinked themes.

At the centre of this is our ambition to grow our coalition of support from those who care passionately about our work.

DCMS and Church Commissioners Funding Agreements

CCT operates under funding agreements with its two main sponsors, the Department for Culture, Media and Sport (DCMS) and the Church Commissioners. We are heavily reliant and extremely grateful for their support throughout the year and for the grant-in-aid without which CCT could not function. Regular tripartite meetings allow all parties to track progress against our strategy and the strategic aims of both funders.

3. Review of the year

2025-2026 is the first year of our current strategy. Highlights of this year include:

Top award for St Torney's Church, Cornwall

Sat on the edge of Bodmin Moor, Grade I listed St Torney's Church came into the care of Churches Conservation Trust in 2022. Since then the church has undergone substantial conservation work and during a wonderful ceremony at The Renaissance of Rosewarne House, CCT were thrilled to find out the project had won a prestigious 2025 Cornish Building Group (CBG) Award.

Image: A view of St Torney's Church and churchyard taken from the West © CCT

Trustees' tour 2025

In May, our Trustees' tour took place in and around Gloucester. We were delighted to be able to visit some of CCT's sites, both rural and urban, including St Kenelm's, Sapperton, St Saviour's, Tetbury and St Nicholas' Church, Gloucester. Our annual tour is an important opportunity for our trustees and stakeholders to visit some of our sites, meet with volunteers and hear more about our work as well as the challenges and opportunities it presents.

Image: The Trustees visit St Oswald's Tower, Lassington, which was thought to have been built before the Norman Conquest © CCT

Our Latest Vesting: St Wilfrid's Chapel, Brougham

In the summer of 2025, work continued at CCT's new vesting, St Wilfrid's Chapel in Brougham, Cumbria, to conserve the east windows. The 13th-century grisaille and pot-metal-stained glass of these windows had borne the patina of eight centuries. Dark, rust-brown stains marred the medieval patterns and obscured the delicate foliage painted onto the pale glass. This staining meant that the treasured windows of this chapel were slowly disappearing behind a veil of manganese browning, an insidious form of decay that threatens medieval glass across Europe.

Image: Roundel from the East window at St Wilfrid's Church, © Holy Well Glass

Following CCT's recent conservation project, in collaboration with Crosby Granger Architects and specialist conservators at Holy Well Glass, the historic panels were stabilised and an innovative system was installed to prevent further deterioration.

Staff Away Days

In July, CCT staff attended an event in Northampton. CCT's staff away days take place each year and enable colleagues from across the country to come together and discuss topics such as the new strategy, share updates on projects and take part in team-building activities. The event took place on the lawns in front of St Peter's Church, Northampton, which is next to the Old Black Lion, the site of CCT's new national office. For many staff members, this was their first visit to Northampton, and they were excited to see the new offices and explore the church.

Sudbury Arts Centre

Following the closure of the Bridge Project, which ran Sudbury Arts Centre in partnership with CCT, management of the centre passed back to us in April. We were able to quickly support the treasured local building and loyal community, thus minimising disruption to the programme. The Arts Centre continues to go from strength to strength, supporting community activities and running an eclectic mix of income-generating concerts and events.

DCMS Visit to St Andrew's, Hove and St Peter's, Preston Park

In July, colleagues from DCMS joined CCT staff on a visit to St Andrew's, Hove and St Peter's, Preston Park. The visit provided an opportunity to learn how the Friends and CCT were working together on a Community Initiative Project (CIP) to improve the lighting at St Peter's, with their fundraising target close to being reached. The group also visited St Andrew's, Hove, which is an exceptionally well-loved heritage site located within a vibrant and diverse community. The building has been closed for a period for urgent repair works, and it is hoped that with local support, initially led by CCT and volunteers from the Regency Town House in Brunswick Square, it can be reopened.

Image CCT and DCMS enjoy a tour of the Middle Street Synagogue © CCT

The group were also fortunate to join Michael Mail, Chief Executive of the Foundation for Jewish Heritage at Middle Street Synagogue. This landmark building, which is owned by the Brighton and Hove Hebrew Congregation, has been lying empty and largely unused since 2004. Plans to safeguard the future of the building were discussed, including how it could be brought back into use to serve both the Jewish community and the wider community of Brighton and beyond.

Image: Fluorescent lights were replaced with an energy-efficient LED system as a result of a successful CIP at St Peter's Preston Park © CCT

Conservation work in action at St James' Church, Cameley © CCT

New Trustees

In July, the King approved the nomination of Bishop Andrew Rumsey, Dr Ingrid Samuel OBE, Lord (Stephen) Parkinson of Whitley Bay, Michael Bithell JP and Vivienne King as CCT trustees until June 2029. The Revd Canon Timothy Goode was re-appointed as a trustee for a second term until October 2028.

One of this year's new Trustees Bishop Andrew Rumsey, speaking at the NCT's Great Expectations Conference © Maddman Photography

Funds Secured for Cameley Wall Paintings

In partnership with the Friends of Cameley Church, CCT is delighted that funds have been secured to conserve the medieval wall paintings at St James' Church in Cameley, Somerset. The wall paintings were uncovered in the 1960s and in 2024 a conservation report identified the need to stabilise their painted surfaces to prevent permanent loss. A total of £35,000 has been raised for conservation work through a range of activities at the church including concerts. We are very grateful to grant funders and individuals who, through their generosity, helped raise the funds required in just seven months. Conservation of the wall paintings will include delicate cleaning, followed by an injection of grouting between the plaster and the solid wall behind to bind and stabilise the paintings. The works have now commenced.

St Bartholomew's Church, Lower Basildon

St Bartholomew’s Church in Lower Basildon, Berkshire, recently celebrated the completion of its new nave roof following a successful *Raise the Roof* campaign. The initiative was launched after several roof tiles slipped in 2022 and an investigation revealed that the wooden battens beneath had rotted, posing a risk to the interior of the church.

The local fundraising campaign board worked tirelessly to promote the project and secured funds from multiple sources, including the Parish Council, West Berkshire Council’s Community Infrastructure Levy, the Englefield Charitable Trust, the PF Charitable Trust, and the Benefact Trust. A total of £148,000 was raised, with Oxfordshire-based Everest Roofing undertaking the re-roofing work.

Image: After a successful fundraising campaign, work began at St Bartholomew’s Church, Lower Basildon © Charis White

Great Expectations Conference

In October 2025, CCT participated in the Great Expectations conference, held at the Victoria & Albert Museum in London. The conference discussed the future of the UK’s historic church buildings and highlighted the vital work that must be done to save them from disuse, disrepair, or ruin. Held in partnership with the National Churches Trust and the King’s Foundation and with sponsorship from Ecclesiastical Insurance, the conference welcomed over 700 attendees both in-person and online.

Image: Great Expectations conference © Maddman Photography

2025 Annual Lecture

CCT's Annual Lecture, The Astonishing Rise of England's Greatest Warrior King, Henry V, took place in November 2025 at London's Southwark Cathedral, with over 300 guests attending in person, and many more via livestream.

Historian, broadcaster, and bestselling author Dan Jones transported the audience into the world of Henry V, one of England's most iconic and complex medieval kings. Dan connected stories from Henry's life to real landscapes and to examples of churches that CCT conserves today. He supported the need to champion wider church heritage during a time of significant challenges.

Listed Places of Worship Grant Scheme

This year, the Government confirmed that the LPWS would be coming to an end. This has been replaced by a new capital funding scheme called the Places of Worship Renewal Fund, which will have a total funding pot of £92m.

Since its establishment in 2004, LPWS has provided grants towards the VAT paid on repairs to listed places of worship across the UK, and many CCT churches have benefited from it. The announcement of the new scheme is a welcome step following a period of uncertainty for those who care for historic churches, however the change has heightened the need for the ongoing valuable support from our members and donors to help us meet the shortfall we'll be facing due to the scheme ending.

Image: The Annual Lecture took place at Southwark Cathedral in London © CCT

4. CCT Strategy 2025-2030

Our strategy centres on three strands: **Conservation**, **Community** and **Creativity**.

We plan to deliver our mission by focusing on these interlinked themes.

This approach is an evolution of the previous 2019–2025 strategy, while also acknowledging the importance of taking a longer-term view.

Working with local communities, we strive to reimagine historic places of worship as thriving and inclusive spaces for all. We continue to benefit from vital financial support from both the Church and the State, which sustains our work.

Thanks to our members, supporters, funders and our own income-generating activities, we are able to multiply this support.

Our strategy is underpinned by 'sustainable foundations', to ensure CCT is resilient to meet the challenges of the present and future. This relies on an engaged and proactive staff team and ensuring that our churches are able to withstand the impacts of climate change.

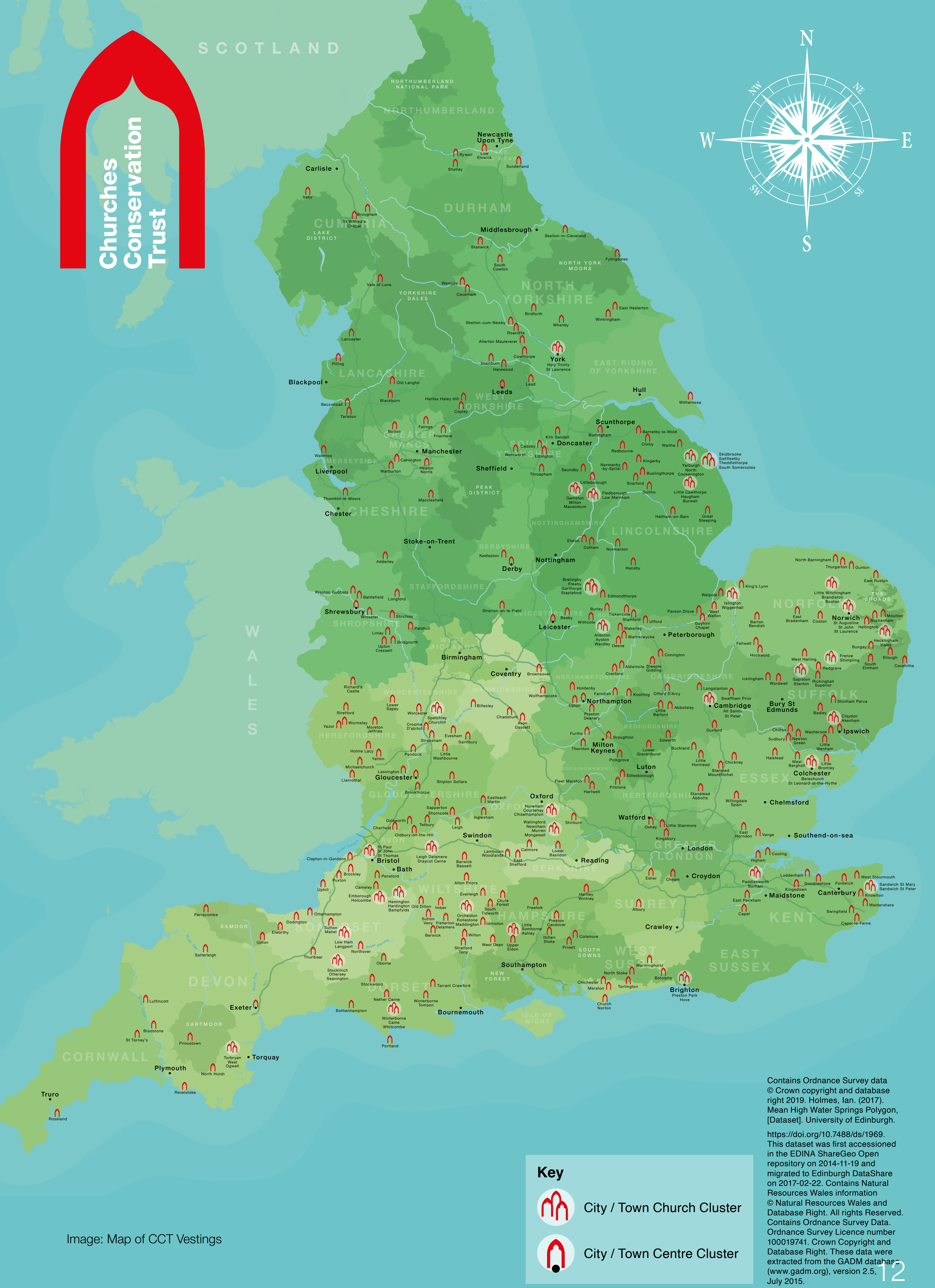


Image: Map of CCT Vestings

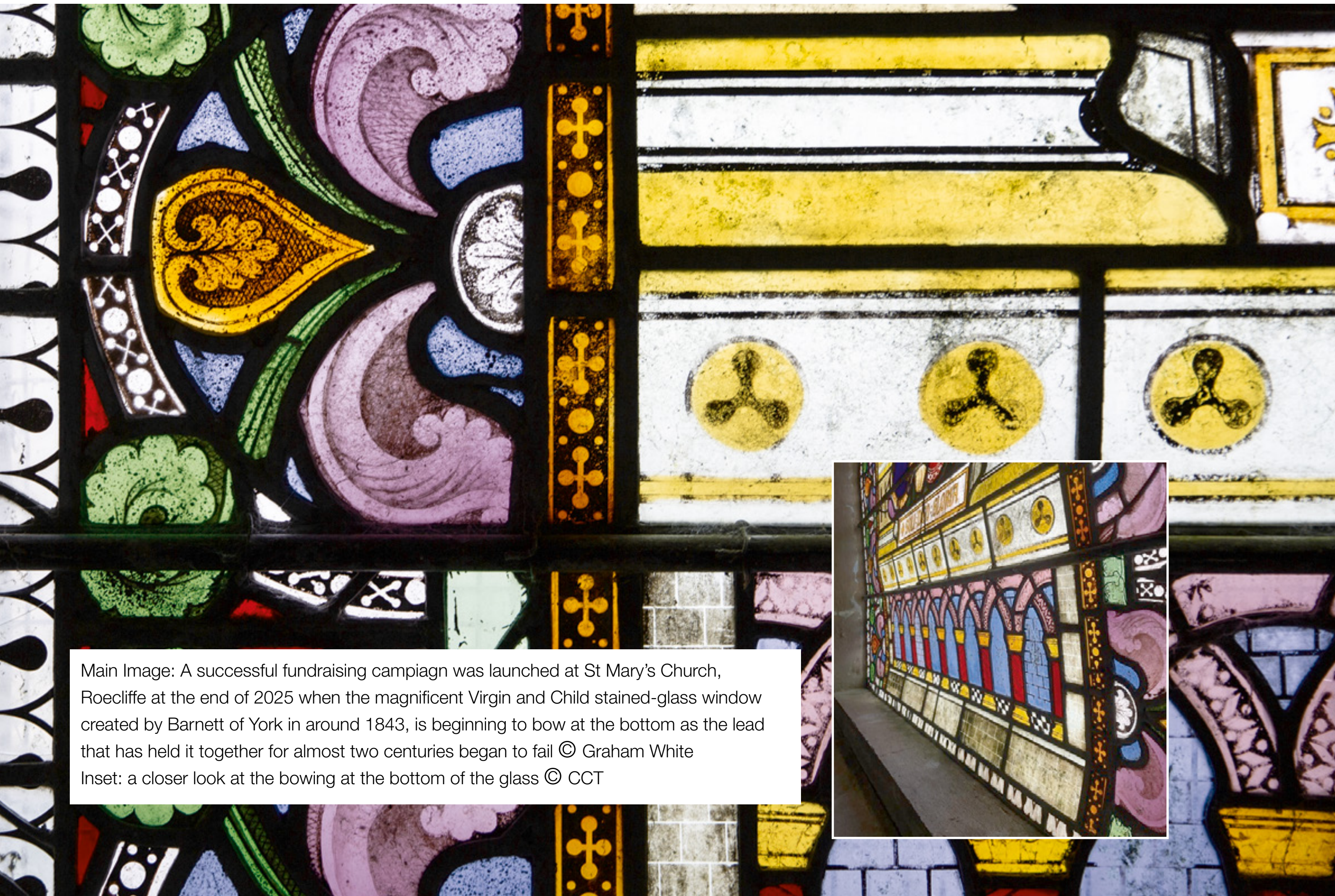
5. Conservation

Over the past year we have bolstered our core conservation work to ensure that we are looking after our growing estate amid increasing financial and environmental pressures.

We take our obligation to regularly maintain our buildings seriously. Although their condition has improved in recent years, there is still much work to do to sustain this positive trajectory, especially amid ongoing funding and skilled labour pressures.

We will support the expert heritage craft skills required to properly care for our precious buildings, whilst supporting skilled jobs in our sector.

We recognise that conservation is a process of managing change. We are committed to working positively with communities to consider changes that might be needed to accommodate continued use of these buildings, whilst protecting what makes them unique and special.



Main Image: A successful fundraising campiagn was launched at St Mary's Church, Roecliffe at the end of 2025 when the magnificent Virgin and Child stained-glass window created by Barnett of York in around 1843, is beginning to bow at the bottom as the lead that has held it together for almost two centuries began to fail © Graham White
Inset: a closer look at the bowing at the bottom of the glass © CCT

The Conservation Team

This year, the Conservation team has largely focused on delivering Community Initiative Projects (CIPs). A CIP involves conservation, repair, or adaptation work, or any activity that directly affects the building or its significance. Community groups who want to take the lead propose these projects and manage them with oversight and support from CCT. Each CIP has clear goals, a set start and end date, and a degree of autonomy.

Historic Chapels Trust

This year saw the conclusion of our eight-year partnership with the Historic Chapels Trust (HCT) and the end of the three-year £3.6m Cultural Assets Fund programme to deliver much-needed repairs to a number of chapels and manage ongoing maintenance. CCT's Conservation team played an integral role in this; project-managing the consultants and specialist contractors to ensure that the project was within budget and delivered within the agreed timeframe. We wish the HCT trustees well in their endeavours to find suitable new owners for all these historically important chapels.

St Kenelm's Church, Sapperton

Following an internal plaster fall at St Kenelm's Church, Sapperton, investigations were carried out to assess the condition of the tiling forming the two swept valleys of the south transept roof.

These investigations showed that the tiling had begun to fail, with the timberwork forming the valleys decaying and the mortar haunching breaking away, allowing water into the roof space. The church's roof spaces are used as roosts by eight species of bat, so repairs needed to be sensitive to their needs.

Fortunately, we were able to work closely with the church's maintenance contractor and a highly skilled ecologist to prepare a specification that ensured the repairs could be carried out without disrupting the bats that call the church home.

The roof has now been repaired, and a new access point has been installed for the bats. This allows them to use the roof spaces to roost whilst also enabling further repairs to be undertaken without disturbance.

Image: The roof space at St Kenelm's Church is home to eight species of bats © Andy Marshall

Image: St George's Church, Portland, Dorset © Morag Macdonald

St George's Church, Portland, Dorset

St George's Church, Portland, sits in dramatic isolation on a rocky peninsula on the coastline of Dorset. Since churchyard land has not usually been worked agriculturally, it can provide a welcome home to many species of wildlife and St George's sprawling churchyard is no exception.

The volunteer team worked in partnership with Dorset Wildlife Trust on The Living Churchyard project, which looked at different ways of managing the churchyard to encourage more native plants and insects. The volunteers, who have also organised several events at St George's, received the accolade of Volunteer Team of the Year at our 2025 awards. The volunteers continue to go from strength to strength and their work has benefited both the biodiversity of the vast graveyard and the 20,000 visitors St George's attracts each year.

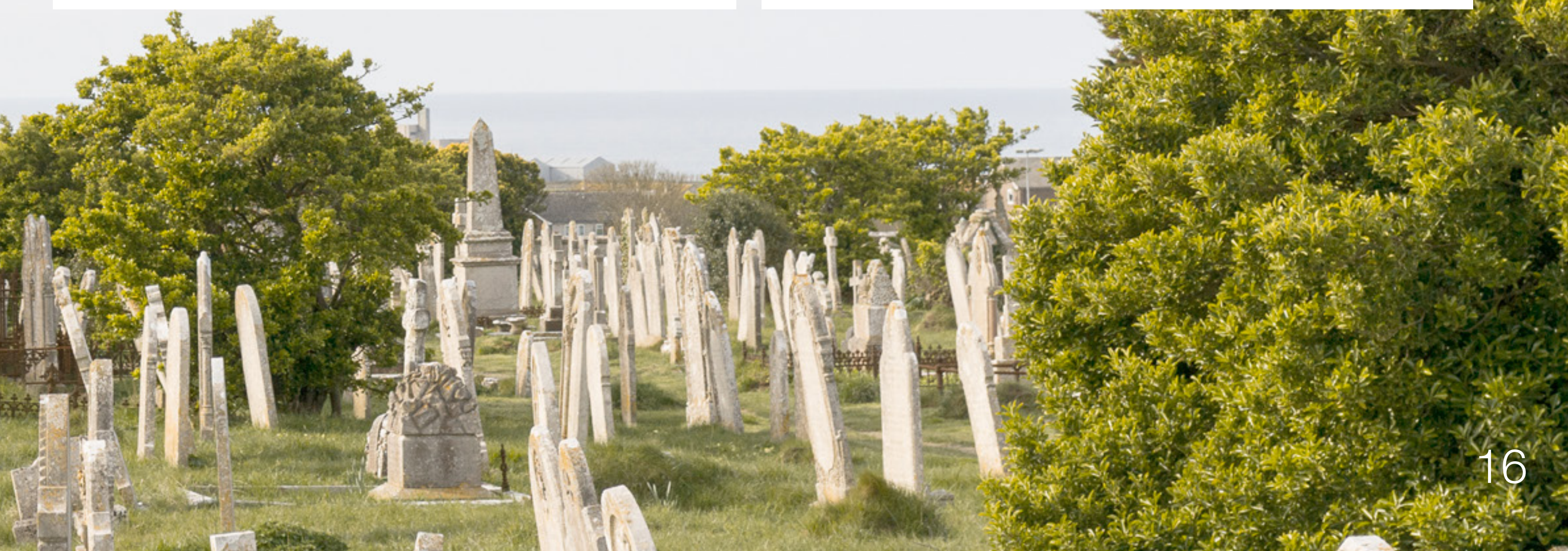
All Saints', West Stourmouth

All Saints', West Stourmouth, is a delightful church situated alongside the Little Stour near Canterbury in Kent. As part of a Community Initiative Project (CIPs), repair and conservation work on the historic bell turret was completed in early 2026. This work was made possible by the fundraising initiatives of the Friends of Stourmouth Church and the local community, as well as a generous £21,200 grant from the Rochester Bridge Trust.

Initially, the work involved removing and replacing damaged timber weatherboarding and carrying out general repairs to the tower. However, during the early phase of conservation, after the boarding had been removed, it became clear that further structural repairs were required, leading to increased costs. With the project in the balance, both the Friends of Stourmouth Church and Rochester Bridge Trust increased their already substantial contributions towards the repair. This allowed the work to continue and prevented the project from stalling at the final phase.

A recent session at All Saints' Church for the Young Archaeologist's Club © CCT

In addition to the conservation and repair work, CCT colleagues ran learning activities and events on church conservation, local heritage and the surrounding archaeology.



St Nicholas' Chapel, King's Lynn

In 2025, the Friends of St Nicholas' Chapel, King's Lynn, completed a Community Initiative Project (2018–25) to conserve the chapel's reredos, raising about £28,500 in addition to grants from Norfolk charities.

The chapel's east end features a stone reredos dating from 1852, which features nine canopied niches. The three central niches originally displayed black-stencilled depictions of the Ten Commandments. In 1904, a new colour scheme was introduced along with nine wall-mounted canvas paintings by Hardman of Birmingham, topped by a heavy gilded frieze with brattishing. Considered too 'high church' by 1980, it was curtained off for about 25 years. Since its return to view in 2006, dirt, discolouration, and rising damp had caused increasing damage, including delamination of both the paintings and the painted stone niches.

The first three years of the project focused on reducing damp and moisture in the masonry. Meanwhile, the canvases were faced with Japanese paper to prevent further delamination.

Parts of the reredos and the worst affected painting were removed for studio conservation, which continued through Covid-19. After adhesive-removal trials, the paintings were remounted on bespoke panels to fit securely into the cusped niches.

The team then moved on to conserving the niches. Gentle cleaning with a vacuum and soft brush produced an immediate improvement as the grey-brown surrounds cleaned back to a mushroom colour. Red and blue edges were then retouched or repainted. Limited regilding showed that the reredos was visually organised into three groups, with Christ in a gilded central recess.

As a result of this project, the reredos, as a focal point in the chapel, has been given a fresh new look, situated amongst the many remarkable features of this treasured late-medieval building.

The conserved reredos at St Nicholas' Chapel, King's Lynn © CCT

St Mary’s, Chute Forest

In 2024, the local community at St Mary’s, Chute Forest, Wiltshire approached CCT about a CIP to install lighting and power sockets and the supply of electricity from a rechargeable, portable power unit. The church previously had no power supply, meaning a dark interior and therefore limiting the number of events that took place in the church via candlelight.

Following successful fundraising and the patronage of a local donor, who has given generously to the church for many years, the project was completed in 2025, in time to celebrate the forthcoming 150th anniversary of the church in June 2026. CCT has been undertaking a review of CIPs during the year with a view to expanding the initiative and making sure they work well for CCT staff and local communities.

The successful CIP by the local community at St Mary’s Church, Chute Forrest has resulted in lighting and power sockets, enabling the church to open for more events and activities than ever before (main image and inset © CCT

6. Community

Over the past year, we have continued to empower communities by working alongside them, knowing they are best placed to help bring our buildings to life, and by encouraging as wide a range of people as possible to visit.

We have also grown our community of supporters, including volunteers, donors, members, and funders, consistently expressing our gratitude while listening and regularly collecting feedback.

Image: Community picnic at the Church of St Martin of Tours, Elworthy, organised as part of the Celebrate Your CCT Church Festival 2025 © CCT

Our local teams

During the first year of CCT's five-year strategy, our local teams have extended their work within communities and adopted a more focused approach. This flexible strategy will help communities that are already active in organising events, activities and fundraising for their church.

In June, the regions launched a new initiative, Celebrate your CCT Church, to highlight local events and activities and raise national awareness. This will now be a regular fixture in our calendar each year.

We have continued to set up contactless giving units in churches where a power supply and wi-fi connection are available. In the first full year with over 50 machines, we have seen burgeoning income, with visitors giving more per visit and a minimum donation of £3.

At the end of the year, we supported our many friends groups to ensure their governance was in line with current best-practice. Many of these are informal, not-for-profit groups or unincorporated charities. We are helping them either to become incorporated or to operate as volunteer groups using CCT's restricted funds. This process will continue in 2026-2027.

Image: Local children enjoy a Diwali workshop at St Thomas' Church, Capel © CCT

Learning and Interpretation

This was the first year of a nationally focused Learning and Interpretation role. The work focused on developing national resources for learning and interpretation. This included a suite of CCT character boards for families and children to interact with when visiting a church, along with resources for teachers organising school visits and activities that could be reproduced by regional staff for use at an event. We also continued to develop our research and organisational approach to contested heritage through partnerships with Oxford and Winchester universities. This work examined the contested legacies in our churches and explored how best to approach them, in line with recommended best practice.

Fundraising and Membership

In August, the 2025-2026 Annual Appeal: Layers of Time, Protecting our Painted Heritage, launched via direct mail to over 5,800 supporters and 4,200 via email. To date, over £48,089 (plus Gift Aid) has been raised, in addition to funds directed towards specific appeal-themed projects. These include the repair of the Bedern Boards in Holy Trinity Church, Goodramgate, which commemorate the boys of Bedern School who served and were captured, injured or killed during the Great War (1914–1918).

Legacy income has significantly benefitted CCT within the last financial year respectively. This has included several large unrestricted bequests, alongside two specifically directed towards Old St Stephen's Church and Churchyard in Fylingdales, North Yorkshire, and St Botolph's Church in Botolphs, West Sussex. We remain grateful for those members of the Legacy Giving Group and legacy supporters who wish to remain anonymous.

CCT members continue to demonstrate their loyalty, with deeper engagement in our work resulting in membership income of over £167,000. This represents an increase compared with 2024–2025. With trusts and foundations, team efforts have focused on identifying funders for key conservation repair projects across the estate. A healthy pipeline of grant applications is developing for CIPs at several churches.

Image: Conservators assessing the Bedern Board upon collecting it from Holy Trinity Goodramgate, York © CCT

Image A volunteer holds wall painting tours at St James' Church. £35,000 was raised in partnership with the Friends of Cameley Church to conserve the medieval wall paintings for future generations. © CCT

Image: Early 15th century wallpainting of St Christopher at St Nicholas' Church, Freefolk during painstaking conservation work to stabilise and clean the delicate surface © CCT

Prior to the work beginning, the churchyard had become difficult for visitors to navigate and view © CCT

After several days of hardwork by the team, the churchyard was ready ahead of Spring 2026 © Roger Thomas

Working Together - CCT and Harewood House

Working closely with Harewood House Trust has helped to improve the churchyard at All Saints' Church, which sits within the beautiful grounds of Harewood House. Together, we manage the area for both visitors and wildlife. Our partnership continues to grow, and we look forward to welcoming guests for a guided tour and talk about the conservation work at the church and the important role volunteers have played in transforming the graveyard. Guests will also enjoy a private tour of the house led by Harewood's expert team, offering a unique insight into the estate and its historic connection to the church.

Image: The team was made up of Local Community Officers from CCT and Harewood volunteers and staff © CCT

7. Creativity

CCT's founding was an act of creativity, inspired by those with the foresight and hope to imagine a new future and continued usefulness for previously 'redundant' churches.

The best way to continue this tradition is by championing the creative continued use of the buildings in our care, which allows them not only to survive but to flourish.

We will continue to promote the creative reuse of historic churches and foster a culture of creativity and enterprise. In doing so, we will share what we have learned within our organisation and beyond to benefit all those working towards a sustainable future for our historic churches.

Image: St Mary's Church, Arkengarthdale in North Yorkshire (a partner church) where Champers took part in a stargazing activity. St Mary's is located in a designated 'Dark Sky Reserve', an area free of light pollution where you can clearly see features in the night sky. A long exposure on the camera allowed the photographer to capture star trails, showing the apparent motion of the stars in the night sky due to the earth's rotation. © Paul Clark @paulastroimages

Image: Historic photograph of The Old Black Lion

Initiatives and Partnerships

This year, CCT has established an Initiatives and Partnerships team that stems from our many years of commercial and regeneration activities and builds on what we have learnt from these. The team have worked with staff across the organisation to develop a five-year Commercial Strategy which, amongst other projects, will support CCT's long-term strategy at The Old Black Lion in Northampton, where efforts continue to find a pub operator, and the opportunity is being actively marketed.

In 2026, we will deliver the remaining activities of our National Lottery Heritage Fund project, aimed at engaging the public with both St Peter's and the Old Black Lion, bringing the two sites together as the new home of CCT's National Office.

Champing ™

The 2025 Champing season generated £83,744 in gross income, a decrease from £87,914 in 2024 due to a number of temporary operational disruptions. Despite this, over the course of the season, we have onboarded seven new partner sites, which are active churches outside of CCT's estate, looking to welcome new visitors to raise additional funds to enable their sustainable future. Three of the new partner churches, Arlington, Bibury, and Laxfield, have quickly emerged as high-performing sites. The continued interest from partner churches demonstrates strong community support and pride, and continued growth in this area will create a more resilient and diversified site portfolio.

St Peter’s, Church, Sandwich

St Peter's Church has always been at the heart of Sandwich's community and continues that tradition today. Much of the building dates to the 13th century, and the handsome tower, with its distinctive dome, is a local landmark.

In 2015, a project was undertaken to open the tower to visitors, and a new staircase and interpretation panels were added. However, the modest income this provides is seasonal, and volunteers had further ideas to generate income for the church and the wider CCT.

A second-hand book shop has been operating at the church for many years, but after the pandemic, volunteers expanded the offerings to include donated clothes and other practical items. Following a successful proposal for a community hub, items such as books, clothes, and furniture are sold at affordable prices, and, in partnership with other local charities, free items are provided to those in need.

St Peter’s is the perfect venue for many creative activities held each day. Every year, the church costs over £5500 to maintain, and all activities, including shop sales, events, and tower tours, help support the building. In 2025-2026 the site generated £29,230 net profit, a testament to the dedicated on-site staff, volunteers and the local community.

Image left and below: The church is also home to a popular cafe and gardens, with eye catching seating inside and out © CCT

Main image: The shop inside the church has a fantastic selection of items for sale, including pre-loved and vintage © CCT
Inset: Donations are encouraged from the local community © CCT

8. Key Performance Indicators (KPIs)

The Trustees have agreed eight KPIs to monitor progress, reflecting our three strategic themes with two KPIs looking at the sustainable foundations our work needs in order to achieve the other aims.

	KPI	2025 - 2026 targets	2025 - 2026 actuals	2029 - 2030 targets
1	Conservation-maintenance	At least 75% of estate in good and very good condition.	74%	85%
2	Conservation - repair	No more than 25% of estate in fair, poor and very poor condition.	26%	15%
3	Community - satisfaction	Updated survey baseline collected and targets for 2026-30 set.	62%	80%
4	Community - supporter growth	Year 1 target: 10,270	10,525	13,386
5	Creativity - Community Iinitiative Projects (CIPs)	Feedback collected and scheme updated, with KPI targets for 2026-30 set.	In progress and on-track	Progress against new target agreed during 2026-27
6	Creativity - growing our non-statutory income	Overall year-on-year non statutory income growth:		Income growth including commercial plan target to be agreed during 2026-27
		(i) Fundraising and grants – progress against 5-year fundraising plan.	£2,461,509	
		(ii) Regional income – against agreed yearly budget target.	£1,213,596	
		(iii) Commercial income – establish baseline.	Achieved	
7	Sustainable foundations – carbon reduction	Baseline emissions assessment produced, team trained on carbon emission reporting, draft carbon reduction plan.	Achieved	Progress against target to be agreed during 2026-27
8	Sustainable foundations – employee satisfaction	People plan launched and baseline collected from staff survey.	Achieved	80% employee satisfaction target

KPI 3 focuses on community satisfaction, and each year, a Volunteer and Community Supporters survey is launched to better understand the volunteer experience in a CCT church. The feedback helps us understand how well we support groups and, in turn, improve our processes. In 2025, a 14-question electronic survey was mailed to church contacts. 121 responses were received, broadly spread across the three regions, resulting in a survey response baseline of 62% and enabling us to work towards the 2025 target of 80%.

KPI 4 is to increase the number of CCT supporters to 13,186 with the Yr 1 target of 10,270. As of 31 March 2026, there are 10,525 supporters, meaning the Year 1 target was exceeded. This growth is largely due to an increase in 463 individual donors over £5, as well as 185 volunteers and community supporters.

KPI 5 centres on Community Initiative Projects undertaken by community groups. In December 2025, the consultation and evaluation of the existing scheme was completed, and the scheme updated. The development of the new documentation is almost complete, to be shared with a sample number of community groups for comments imminently.

KPI 6 focuses on increasing CCT's non-statutory income generation, with overall year-on-year growth across three areas: fundraising and grants, and regional and commercial income. In 2025-2026, income generated across fundraising and grants, and regional income was £3,675,105 against a target of £2,972,788. The new Head of Initiatives and Partnerships is in post and has commenced recruitment within the team, with the baseline for commercial income also established and the Commercial Strategy developed.

KPI 7 and 8 underpin the delivery of the 2025-2030 strategy with sustainable foundations. This year, work has been undertaken to establish CCT's carbon emissions baseline, and the decarbonisation plan has been completed, with a plan to roll it out next year. KPI 8 for year one has also been achieved, with the People Plan completed, and an employee survey launched to gather staff views and opinions on the organisation, achieving a baseline response rate of 55% and a targeted 90% survey completion rate over the next four years of the strategic period.

9. Sustainable Foundations

CCT's Carbon Emissions

During 2025–26, CCT worked with 3Adapt, a consultancy specialising in sustainability across the public, private and third sectors. The initial phase of this work focused on collecting data and calculating CCT's baseline carbon emissions. This was followed by a series of staff workshops to identify and discuss the organisation's acknowledged decarbonisation ambitions, which will present further challenges to funding. The outcomes of the staff workshops informed the development of a decarbonisation action plan, which was drafted by the end of the year. Implementation of the decarbonisation action plan will commence in 2026–2027, alongside the development of CCT's Environmental Sustainability Policy.

Team building at the All Staff Summer Away Day 2025 (Steph Mead)

Finance and ICT

The Finance team continue to support the organisation, working to improve analysis of CCT’s income and expenditure to provide accurate and digestible management information to senior management and stakeholders. The team has also rolled out Finance Support Days via Microsoft Teams, offering the wider staff team one-to-one support across areas including the invoicing and expenses system, setting up project codes and the coding of income on the Customer Relationship Management platform (CRM).

In 2025-2026, further progress was made on the Digital Transformation Programme, aiming to bring together five distinct Information Management projects to improve CCT's digital infrastructure, Data Governance, and standards and controls, as well as data insights, productivity, and collaborative opportunities.

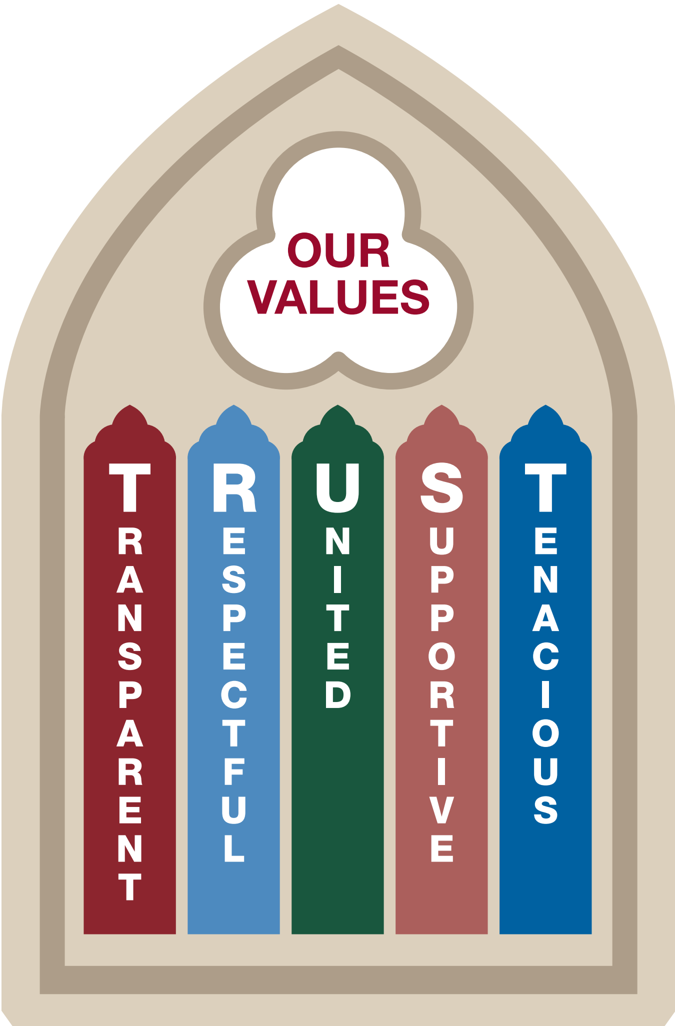
Following the migration of the website to a new platform, we have moved from an end-of-life CRM system to the upgraded Charity CRM. Ongoing improvements have further enhanced the website, CRM, and email management software, enabling better data capture and increased income generation.

CCT has also successfully completed the migration of all remaining server-based data to a Microsoft 365 cloud environment. This transition has strengthened security, improved collaboration, enhanced resilience, and delivered significant cost savings. Work has continued to ensure our cyber security is robust, including third party software patching, automated remediation and 24/7 monitoring of system security. Work has begun in earnest on modernising our business continuity plan and aligning it with our remote workforce to ensure minimum disruption in the event of a crisis.

Organisational Values

We began our journey to create our TRUST values in late 2024, recognising that values are the foundation of a robust people strategy. We worked with colleagues across the organisation by inviting representatives from all areas to join a working group. We took a consultative approach, speaking to colleagues at every level to build understanding and buy-in.

At our July 2025 staff meeting, we introduced the TRUST values and associated behaviours. We then ran a series of activities to help everyone think about how we embed the values in our day-to-day work. The response was very positive and, in December, we held our first Values Award. Colleagues have embraced the values, and they are increasingly becoming part of everyday life at CCT.



TRANSPARENT

Being open and honest, sharing information with others and being truthful

RESPECTFUL

Treating people with grace and kindness

UNITED

Working together as an organisation toward a common goal

SUPPORTIVE

We lean on and lift each other up

TENACIOUS

We overcome challenges and learn from set-backs

10. Financial Report

Income

In the year ending 31 March 2026, overall income stood at £9.2 million, 23% down on the £12 million received in 2024-2025. This was caused primarily by major projects ending in 2024-2025 and, in addition, the Old Black Lion (OBL) project was largely completed in 2024-2025, with funding only into the first quarter of 2025-2026. Other changes included a reduction in funding by Churches Conservation and a drop in the Listed Places of Worship Scheme (LPWS) income as the scheme ended, although this was offset by larger than expected value of bequests.

Grant-in-Aid from DCMS and the Church Commissioners provided £4.7 million, equivalent to 51% of income (2024-2025: £4.6 million, 38%) so unchanged year on year.

Non-statutory grant income decreased by 76% to £1.1 million from £4.9 million. This figure comprises grants from trusts and foundations for specific projects. Grants are recognised in our accounts as set out in the Statement of Recommended Practice (Charity SORP). This was driven by the ending in 2024-2025 of major projects such as Lancaster, Worcester, Sunderland, and OBL. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs, showed a decrease to £215k from £516k, reflecting a reduction in eligible repairs carried out in 2025-2026, as well as the scheme coming to an end prior to the end of the financial year.

Donations increased to £764k compared with prior year (2024-2025: £725k). Unrestricted donations within this were lower at £410k (2024-2025: £528k).

Legacies brought in £1,581k in the year, up from £427k in 2024-2025. Of this total, £1,372k was unrestricted income (up from £401k in 2024-2025).

Earned income decreased by £70k (8.5%) to £750k (2024-2025: £820k). Of this total, £726k was unrestricted, down from £803k in 2024-2025.

Total Group unrestricted donations and earned income decreased to £1.1million from £1.3 million in 2024-2025. These results include income generated via CCT's trading subsidiary, CCTEL.

Expenditure

At £5 million, 'Church repairs and maintenance' continues to be the primary expenditure. This is a decrease on the previous year figure of £7.5 million, but this is due to the a number of major projects not continuing into the current year. £2.9 million (2024-2025: £3.2 million) was spent on 'Supporting volunteers and communities, keeping churches open' and £1.2 million (2024-2025: £1.4m) of our expenditure is spent on fundraising and communications.

Reserves

Trustees recognise that an unrestricted reserve allows the organisation to deal with short-term fluctuations in income, to provide adequate working capital and to underpin budgetary risk arising from capital expenditure projects.

The Trustees have considered the scale, complexity and risk profile of the CCT, and taken account of the funding base which consists of grant-in-aid from DCMS and the Church Commissioners, and self-generated income. The former has historically been reasonably foreseeable, given that it is subject to multi-year funding agreement, but in the current economic climate the level of this can no longer be assumed. Self-generated income is always liable to fluctuation depending on economic circumstances and visitor activity.

Restricted Reserves

Although total reserves at 31 March 2026 are shown as £2,337,711 (2024-2025: £2,282,590) on the Statement of Financial Position, all but £1,138,704 (2024-2025: £1,030,585) are restricted funds whose use, under the terms by which they were given, is restricted solely to work at specific churches and cannot be used for other purposes. The CCT's policy is always to utilise these funds first when carrying out necessary works at eligible churches, before any call is made on unrestricted funds.

Free Reserves

The Charity Commission defines 'free reserves' as 'income which becomes available to the charity and is to be expended at the Trustees' discretion in furtherance of the charity's objectives, but which is not yet spent, committed or expended'. The Trustees consider that a minimum of £500,000 of Free Unrestricted Reserves are required after taking into account: annual operational expenditure; short-term fluctuations in income; unexpected repair issues; adequate working capital; budgetary risks arising from major projects; and uncertainty in future income. As at 31 March 2026, free reserves of unrestricted funds, less the carrying value of tangible fixed assets, of £1,093,254 (2024-2025: £1,001,139) were held.

Although our free reserves are currently above the target level of £500,000, Trustees consider the current figure prudent, given the major works that are currently underway and the ongoing rises in contractor and material costs within the heritage sector. The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

Investment Policy

The Trustees' objective for its long-term funds is to seek a real above-inflation return, both in terms of capital appreciation and income, through the investment of its permanent endowments in broadly based funds. Deposit funds are split between the

Central Board of Finance of the Church of England Deposit Fund, Barclays Bank and Coutts Bank. Permanent endowment funds are invested with Investec Wealth and Investment.

The Senior Management Team, with Trustees' approval, monitor and regularly review the Trust's investment strategy, which in turn is reviewed by the Finance and Audit Committee.

Register of Interests

CCT maintains a register of interests which is held within our People Team and the details can be accessed on request. CCT continues to proactively monitor and investigate any data protection incidents and breaches. CCT maintains a list of all personal data breaches and none of the breaches required reporting to the ICO. The Record of Processing Activity (ROPA) is constantly reviewed to ensure records of the personal data processed by CCT is up to date and accurate.

Registered Office

St. Peter's Street, Northampton NN1 1FH.

Remuneration of Senior Managers

Accrued pension benefits for directors are not included for 2025-2026 due to an exceptional delay in the calculation of these figures following the application of the public service pensions remedy.

Auditors

The CCT's auditors are Forvis Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1

4FS. The auditors are reappointed annually by the Trustees.

As far as the Trustees are aware, there is no relevant audit information (as defined by the Companies Act 2006) of which the charity's auditors are unaware, and each Trustee has taken all the steps they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that Information.

Bankers

Coutts and Co, 440 Strand, London WC2R 0QS.
Barclays Bank Plc, 1 Churchill Place, London E14 5HP.
CCLA Investment Management, 1 Angel Lane, London EC4R 3AB.

Legal Advisers

Charles Russell Speechlys, 5 Fleet Place, London EC4M 7RD.
Church Commissioners Legal Office, Church House, Great Smith Street, London, SW1P 3AZ.

Statement of Trustees Responsibilities

The CCT is a sponsored body of the Department for Culture, Media and Sport (DCMS). The
Trustees are required to prepare accounts for each

financial year in the form and on the basis determined by the Secretary of State for Culture, Media and Sport, with the consent of the Treasury and in accordance with the Charities Act 2011 and the Mission and Pastoral Measure 2011. The accounts are prepared on an accruals basis to show a true and fair view of the state of affairs of the CCT at the balance sheet date and of the income and expenditure and cash flows for that period. In preparing those accounts, the Trustees are required to:

- observe the accounts direction applicable to the year issued by the Secretary of State for Culture, Media and Sport, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the accounts.
- prepare the accounts on the going concern basis, unless it is inappropriate to presume that the CCT will continue in business.

The Trustees are responsible for ensuring that proper accounting records are kept of the CCT's financial position and income and expenditure. They are also responsible for safeguarding the assets of the CCT and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are also responsible for ensuring that the Trustees' Report and other information included in the Annual Report is prepared in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

The Accounting Officer for DCMS has designated the Chief Executive of the CCT as its Accounting Officer.

The Accounting Officer's responsibilities, including the responsibility for the propriety and regularity of the public finances for which the Trustees are accountable and for the keeping of proper records, are set out in the Non-Departmental Public Bodies 'Accounting Officers' Memorandums, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on 25 June 2026:

Elizabeth Peace CBE Chair of the Trustees

Greg Pickup Accounting Officer

11. Governance Statement

The Governance Statement describes how the CCT manages and controls its resources in delivering its strategic plan.

Achievement of the charity's objectives entails taking certain risks which have been identified and require careful and on-going management. To address risk and ensure the CCT is best placed to meet its strategic and operational aims, the Accounting Officer and Board of Trustees have responsibility for maintaining a sound system of governance which supports the achievement of the policies, aims and objectives of the CCT. At the same time, the system in place to safeguard the CCT's public funds and assets for which the Accounting Officer is personally responsible, in accordance with the responsibilities assigned to them in the Arm's Length Body Sponsorship Code of Good Practice.

Corporate Governance

The CCT is governed by a board of Trustees, including the Chair, formally termed in the governing document as the 'members'. The Trustees are appointed by His Majesty the King, on the advice of the Archbishops of Canterbury and York, submitted through the Prime Minister. New Trustees are fully inducted into the CCT to better understand their responsibilities and the operational and strategic framework in which the CCT operates.

Trustees

Trustee names and dates of appointment during the financial year:

- Michael Bithell, 1 July 2025
- Vivienne King, 1 July 2025
- Lord (Stephen) Parkinson, 1 July 2025
- Rt Revd Dr Andrew Rumsey, 1 July 2025
- Dr Ingrid Samuel, 1 July 2025
- Andrew Morgan, 16 March 2026
- Sally Watson, 16 March 2026
- Revd Canon Timothy Goode
- Tanvir Hasan
- Erin Walsh
- Liz Peace
- William Donaldson, End of final term 30 June 2025
- Susan Wilkinson, End of final term 30 June 2025
- Inayat Omarji, Resigned 15 September 2025
- Dr Oliver Cox, Resigned 18 December 2025

The Board delegates some issues to it's Finance and Audit Committee, Conservation Committee and Commercial and Partnerships Committee. Terms of reference for each are agreed by the Board. These Committees report to the Board their discussions of relevant matters and advise on decisions, which are then taken by the Board. All Committees are advised and serviced by senior managers.

During the year to 31 March 2026, the Board and its Committees all met on a quarterly cycle. Minutes of the meetings, including attendance, are kept and approved by the Board at subsequent meetings.

Trustee attendance at Board meetings was 84% (2024-2025 77%).

During the year the Board met to specifically review strategy and its own performance at an away day.

The Finance and Audit Committee

The Finance and Audit Committee comprises four Trustees: Michael Bithell (Chair), Vivienne King, Elizabeth Peace, Erin Walsh and one external cooptee, Lorna Maden. It reviews key risks and controls, the management of resources through review of the latest management accounts and end of year reserves predictions. It receives reports from management and the internal and external auditors on key risk areas. It also reviews the final accounts subject to approval by the Board.

From these reviews the Committee is able to provide assurance to the Board on the CCT's financial position and risk management.

Conservation Committee

The Conservation Committee comprises two Trustees: Tanvir Hasan (Chair) and Ingrid Samuel as well as five relevant experts and senior representatives of other conservation organisations co-optees: Simon Bradley, Alec Forshaw, Malcolm Fryer and Matthew Slocombe, Jeffrey West. It reviews conservation work and helps the charity to consider the risks associated with the management of a large historic estate.

Commercial and Partnerships Committee

Formed September 2025.

Highlights of Board Reports

During the year, the Board of Trustees approved: updated KPIs; the 2025 annual report and accounts; and expenditure on a number of repair projects. The Board also approved the annual Health and Safely report, and the plan and budget for 2026-2027. The Board also reviewed and approved the Strategy proposed for the 2025 to 2030 strategy period.

Management Structure

Trustees employ a salaried Chief Executive to manage the organisation and implement the strategic objectives. The senior leadership team (SLT) comprises the Chief Executive, a deputy chief executive and three directors. Each director has their own small team of staff who carry out a range of projects with the support of volunteers. The CCT's operational teams are organised into three regions.

The CCT's Chief Executive Officer and Accounting Officer is Greg Pickup.

Communication with Sponsors

The Accounting Officer and the other Directors hold six-monthly review meetings with officers in DCMS to discuss performance against targets and the Funding Agreement, governance and other risk management matters. These meetings are also where the CCT is advised of actual and potential changes to Government legislation and requirements.

The Accounting Officer and members of the SLT also meet on a quarterly basis with Officers of the Church Commissioners to review the estate and its management, share information and discuss specific issues and future vestings.Broader discussions of progress and strategy take place through annual member-level meetings with the Church Commissioners and DCMS.

Audit

As part of their annual audit of the CCT's accounts the external auditors provide a Management Letter covering any identified control weaknesses. No concerns were raised in the management letter of 2025-2026 which has provided the CCT with comfort over its internal controls. The CCT's has entered into a three-year internal audit agreement agreeing the forth coming year's work in advance considering strategic and operational risks and this is reviewed by the Finance and Audit Committee.

Corporate Governance

The system of governance has continued in place in the CCT for the financial year ended 31 March 2026 and up to the date of approval of the Annual Report and Accounts. It accorded with HM Treasury guidance, including the Corporate Governance Code of Good Practice 2011 in so far as it is applicable to Arm's Length Bodies, save in relation to the Code's recommendation for a separate nominations committee.

Remuneration

In 2025-2026 a 3% pay rise was paid to staff (2024-2025: 2.5%), effective 1 July 2025. All pay awards are subject to Trustee approval.

Gender Pay Gap

At 31 March 2026 the CCT had a mean gender pay gap of 18% in favour of male employees (March 2025: 13%). The median figure was 16% in favour of male employees (March 2025: 3% in favour of female employees). CCT's gender pay gap is higher than the national ONS average of 6.9% median for all employees (full-time and part-time) as of April 2025 (the last published data available.

The below table illustrates the proportion of Female and Male employees in each pay quartile:

	Female	Male	Total	2026 % Women in Quartile	2025 % Women in Quartile
Top Quartile	10	9	19	53%	40%
Upper Middle Quartile	16	4	20	80%	80%
Lower Middle Quartile	16	4	20	80%	80%
Lower Quartile	15	4	19	79%	75%
Total	**57**	**21**	**78**	**73%**	**69%**

Senior management remuneration

As at 31 March 2026, the highest paid director, including Employers National Insurance and Pension Contributions was remunerated in the £130,000 to £140,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £32,834, was 3.2 calculated on the basis of salary band excluding Employers National Insurance and Pension Contributions (2024-2025: 2.8).

Civil Service compensation scheme exit packages

	2025-26		2024-25	
Exit Package Cost Band	Number of compulsory redundancies	Number of other departures agreed	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	0	0	2
£10,000 - £25,000	0	0	0	3
£25,000 - £50,000	0	0	0	3
£50,000 - £100,000	0	1	0	0
Total	**0**	**1**	**0**	**8**

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure and the 2025-2026 costs totalled £53,886.

Contracts

Senior management contracts have minimum notice periods of three months. Any termination payments would be subject to the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972.

Trade Union Facility Time

The CCT complies with the Trade Union (Facility Time Publication Requirements) Regulations 2017. No employees were relevant union officials during 2025-2026 (2024-2025: also none). As such no time and no remuneration were spent on facility time during the year (2024-2025: also none).

Planning and Budgeting Process

The senior management team compiles the CCT's business plan and budget on an annual basis. From 2018-2019 CCT launched a new planning process that aimed to improve forward planning, budget management and allow for the longer preparation time required for more complex projects. It also ensures that there is a clear link between individual projects and organisational objectives and KPIs.

The process begins with management determining the CCT's strategic and operational priorities for the next financial year. Risk management is integral to the business planning process. Each team then generate their own priorities, projects and budgetary requirements which it deems necessary to deliver the strategic aims within its area of responsibility as well as through cross team working. The teams also identify key risks and their mitigation, feeding results through the main risk management process to the Senior Leadership Team (SLT).

SLT then review the individual team plans and priorities and prepare the national plan and budget, ensuring that all priorities are being met, resources appropriately allocated, and risks managed. The plan and budget is subject to review by the Finance and Audit Committee and formal approval by the Board of Trustees.

Project Management

Individual projects are defined by project plans and budgets which feed into the team business plans. Cross-disciplinary project teams manage and report on individual projects within a scheme of delegated authority. Expenditure is governed by authorisation rules which ensure its sign-off at the appropriate level of seniority.

Performance Monitoring and Reporting

Trustees and the Finance and Audit Committee receive quantitative and qualitative reports against the national plan and budget at their quarterly meetings, with a full performance report every six months. These reports explain team and management actions that have led to positive variances and how adverse variances are being addressed.

Risk Management

In assessing risks and appropriate actions, the CCT's approach is taken from the Treasury's Managing Public Money. The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The CCT's system of internal control has been in place throughout the year up to the date of approval of the annual report and accounts and accords with Treasury guidance. The system is based on an on-going process designed to:

- Identify and prioritize risks that may affect the achievement of the Trust's policies, aims and objectives through assessing the likelihood and impact of those risks occurring; and
- Through key controls, specific actions and responsibilities, to manage risk efficiently, effectively and proportionately.

The Trustees are satisfied that appropriate systems are in place to manage risk.

The Risk Register

Risk registers are reviewed monthly by CCT's Senior Leadership Team, quarterly by the Finance and Audit Committee and twice yearly by the Board of Trustees.

Whistleblowing

CCT is committed to maintaining the highest standards of accountability, integrity, and transparency. The Trust fosters an open culture in which staff are encouraged to raise concerns about suspected wrongdoing, malpractice, or risks to the organisation and its stakeholders. The Trust has established a Whistleblowing Policy and Procedure designed to facilitate the early reporting of concerns and to ensure that such matters are addressed promptly, consistently, and appropriately. All concerns raised are treated seriously and, where possible, handled confidentially in accordance with the policy. A range of reporting mechanisms is available to staff, including escalation through line management, senior leadership, and alternative reporting routes where necessary. These arrangements are clearly set out within the Trust's policies and are intended to provide accessible and appropriate channels for disclosure. The Trust is committed to ensuring that individuals who raise concerns in good faith are protected from detriment, victimisation, or retaliation.

The effectiveness of whistleblowing arrangements is kept under review to ensure continued alignment with regulatory expectations and good practice.

Information Management

CCT is registered with the Information Commissioner's Office. CCT suffered no significant protected personal data incidents during 2025-2026 (2024-2025: zero) and has not had to make any report on the loss of personal protected information to the Information Commissioner's office. Controls are in place to monitor information management risk.

Approach to Fundraising

We hold our members, donors, volunteers, and other supporters who fund our work in the highest regard and are committed to fundraising best practice based on the core principles of integrity, transparency, and accountability.

We are registered with, and are committed to, supporting and complying with the guidelines and directives of the Fundraising Regulator and the Fundraising Preference Service (FPS). We are also members of the Chartered Institute of Fundraising and follow the Fundraising Code of Practice. In 2025-2026 there were no failures to comply with standards, no complaints were received directly, and no requests were made to be removed from our database via the Fundraising Preference Service.

Our fundraising activities are organised and coordinated by our own members of staff and/or by committed volunteers and friends' groups. With the exception of legacy fundraising and the distribution of our membership magazine Pinnacle, we do not make use of external professional fundraisers or commercial participators.

A fuller description of our approach to fundraising along with our privacy and complaints policies are available on our website.

Sickness Absence Disclosure

During the year, staff were off work due to sickness for a total of 339 days (2024-2025: 293), an average of 2.89 days (2024-2025: 3.7 Days) per staff member. These figures exclude long term sickness. If long term absences are included, the total rises to 413 days (2024-2025: 737 days).

Consultancy and Contingent Labour Spend Disclosure

During the year-ending 31 March 2026, £156,691 (2024-2025: £111,687) was spent on consultancy. £130,903 (2024-2025: £155,241) was spent on temporary staff.

Tax Assurance Disclosure

Following the Review of Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2012, Government departments and their arm's length bodies must publish information on their highly paid and/or senior off-payroll engagements. For the year ending 31 March 2026, CCT did not have any off-payroll engagements.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the Governance Statement. My review of the system's effectiveness is informed by the work of the internal auditors, the senior managers within CCT who have responsibility for the development and maintenance of the governance and control framework, and comments made by the external auditors in their Management Letter and other reports, including health and safety assessments.

I am satisfied from the results of my on-going review that risk management processes and corresponding systems are in place and give me reasonable assurance of their effectiveness.

Greg Pickup

Accounting Officer and Chief Executive

12. Independent auditor's report to the members (being the Trustees) of the Churches Conservation Trust

Opinion

We have audited the financial statements of The Churches Conservation Trust (the 'parent charity') for the year ended 31 March 2026 which comprise the consolidated statement of financial activities, statements of financial position, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2026 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the report of trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of trustees which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the report of trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception.

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the report of trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 35, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006 and the Charities Statement of Recommended Practice.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, income recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part

16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

N J Wakefield

Nicola Wakefield (Jun 26, 2026 14:31:08 GMT+1)

Nicola Wakefield (Senior Statutory Auditor) for and on behalf of Forvis Mazars LLP

Chartered Accountants and Statutory Auditor

2nd Floor, 6 Sutton Plaza, Sutton Court Road,

Sutton, Surrey, SM1 4FS

Date 26/06/2026

13. Financial Statements and Notes to the Accounts

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2026

		Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2026	Total 2025
			£	£	£	£	£
INCOME							
	Donations and Legacies		1,782,305	562,476	-	**2,344,781**	**1,152,070**
	Income from Charitable activities		5,041,492	1,063,837	-	**6,105,329**	**9,984,018**
	Income from Investments		15,740	21,593	-	**37,333**	**80,387**
	Trading Activities		726,244	24,162	-	**750,406**	**819,991**
TOTAL INCOME			**7,565,781**	**1,672,068**	**-**	**9,237,849**	**12,036,466**
Expenditure on Raising Funds							
	Fundraising and communications		(1,194,606)	(49,800)	-	**(1,244,406)**	**(1,417,880)**
Expenditure on Charitable Activities							
	Church repairs and maintenance		(3,569,935)	(1,461,285)	-	**(5,031,220)**	**(7,454,542)**
	Keeping churches open		(2,693,121)	(235,654)	-	**(2,928,775)**	**(3,181,830)**
	Total Charitable Activities		(6,263,056)	(1,696,939)	-	**(7,959,995)**	**(10,636,372)**
TOTAL EXPENDITURE		**3**	**(7,457,662)**	**(1,746,739)**	-	**(9,204,401)**	**(12,054,252)**
Net income/(expenditure)			108,119	(74,671)	-	**33,448**	**(17,786)**
Other recognised gains and losses							
	Unrealised gain/ (loss)	**7**	-	-	21,673	**21,673**	**(694)**
	Net movement in funds		**108,119**	**(74,671)**	**21,673**	**55,121**	**(18,480)**
TOTAL Funds Brought forward at 1 April			**1,030,585**	**695,542**	**556,463**	**2,282,590**	**2,301,070**
Balance carried forward at 31 March			**1,138,704**	**620,871**	**578,136**	**2,337,711**	**2,282,590**

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

		Notes	Group 2026	Charity 2026	Group 2025	Charity 2025
			£	**£**	**£**	**£**
FIXED ASSETS						
	Tangible Fixed Assets	**6**	45,450	17,018	29,446	-
	Intangile Fixed Assets		-	-	-	-
	Investment in Subsidiary		-	1	-	1
	Fixed assets investments	**7**	398,965	398,965	377,292	377,292
			444,415	**415,984**	**406,738**	**377,293**
Current Assets						
	Debtors	**8**	1,165,563	1,222,760	1,702,726	1,797,134
	Cash at bank and in hand		2,415,410	2,346,294	2,794,799	2,751,445
			3,580,973	**3,569,054**	**4,497,524**	**4,548,579**
Creditors						
	Amounts falling due within one year:	**9**	(1,687,677)	(1,635,765)	(2,621,672)	(2,614,232)
NET CURRENT ASSETS			1,893,296	1,933,289	1,875,853	1,934,347
NET ASSETS		**10**	**2,337,711**	**2,349,273**	**2,282,591**	**2,311,640**
FUNDS						
	Endowment funds	**10**	578,136	578,136	556,463	556,463
	Income funds (unrestricted)	**10**	1,138,704	991,906	1,030,585	952,585
	Income funds (restricted)	**10**	620,871	779,231	695,542	802,592
			2,337,711	**2,349,273**	**2,282,590**	**2,311,640**

Approved and authorised for issue by the Trustees on: 25th June 2026.
Signed on their behalf by:

Liz Peace
Chair of the Trustees

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDING 31 MARCH 2026

	2026	2025
Cash Inflow/(Outflow) from operating activities	**£**	**£**
Net Income/(Expenditure)	**33,448**	**(17,786)**
Adjustments for:		
Depreciation	**9,234**	**-**
Investment Income	**(37,333)**	**(80,387)**
Trade and other receivables	**537,163**	**382,947**
Trade and other payables	**(933,995)**	**511,627**
Net cash (outflow)/inflow from operating activities	**(391,483)**	**796,401**
Cash flows from investing activities		
Purchase of Tangible Fixed Asset	**(25,238)**	**(29,446)**
Interest received	**37,333**	**80,387**
Net (decrease)/increase in cash and cash equivalents	**(379,388)**	**847,342**
Balance as at 1 April 2025,2024	**2,794,798**	**1,947,456**
Balance as at 31 March 2026,2025	**2,415,410**	**2,794,798**

1. Notes to the Accounts

(a) Accounting Policies

The CCT is a Public Benefit Entity with limited liability. The accounts have been prepared in accordance with the Accounts Direction issued by the Department for Culture, Media and Sport, 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 (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The main accounting policies, which have been applied consistently, are set out below.

(b) Basis of Consolidation

The consolidated accounts of the group incorporate the accounts of the charity and its subsidiary undertaking, all of which were prepared to 31 March 2026. The trading results of the subsidiary undertaking as shown in note 16 are consolidated on a line-by-line basis within the Consolidated Statement of Financial Activities.

(c) Income

Income from Charitable Activities includes Grant-in-Aid from the Department for Culture, Media and Sport amounting to £3,123,000 (2024-2025: £2,997,002) and a grant from the Church Commissioners amounting to £1,600,000 (2024-2025: £1,600,000). Grant-in-Aid, unless for one-off specified purposes, is allocated to general unrestricted purposes and is taken to the Income Statement in the year to which it relates. Grants and other income that is awarded subject to specific performance conditions are recognised when the performance conditions for their receipt have been met. Donations and Investment income are included in the accounts in the year they are receivable. Legacies are included when the CCT is notified by the personal representatives of an estate that payment will be made or property transferred, and the amount involved can be quantified with reasonable certainty.

(d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. CCT is not registered for VAT and accordingly, expenditure is shown gross of VAT. CCTEL is a VAT registered entity and, where consolidated, its figures are reported Net of VAT.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Head office premises costs are apportioned on the basis of the space occupied by particular groups of staff. Grant expenditure is recognised when there is a commitment to make a grant payment and all relevant conditions of the award have been met. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities. Governance costs include costs associated with meeting the constitutional and statutory requirements of CCT and include the audit fees and costs linked to the strategic management of CCT. These costs are apportioned between Expenditure on Raising Funds and Expenditure on Charitable activities.

(e) Fund Accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of CCT. Restricted funds are funds subject to specific restrictions imposed by donors. Permanent endowment funds are funds which the donor has stated are to be held as capital with income being used for church repairs and maintenance. Expendable endowment funds are funds which the donor has stated, along with the income generated, can be used for church repairs and maintenance.

(f) Tangible Fixed Assets

The Accounts Direction issued to the CCT by the Department for Culture, Media and Sport requires that tangible fixed assets are accounted for by modified historic cost accounting. However, the Trustees consider that the adjustments required to do so are immaterial and consequently, tangible fixed assets are accounted for by historic cost accounting.

Where individual tangible fixed assets exceed a value of £1,000, they are capitalised. They are stated at cost, which represents their purchase cost, together with any incidental costs of acquisition less accumulated depreciation.

Depreciation is calculated so as to write off the cost of assets, less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are: Tenant's improvements: 20%; Furniture and fittings: 20%; and Equipment: 25%.

(g) Fixed Asset Investments

Fixed asset investments are stated at their year-end middle market value. Investments vested with churches are accounted for at their market value at the date of vesting. As a result, the consolidated statement of comprehensive income includes those unrealised gains and losses arising from the revaluation of the investment portfolio at the year end.

(h) Finance and Operating Leases

CCT has no Finance leases. Operating lease costs are charged to the Statement of Comprehensive Income as incurred.

(i) Heritage Assets

CCT maintains 357 (2024-2025: 357) churches in support of CCT's objective to protect these historic churches for the benefit of future generations. The

Trustees consider that owing to the incomparable nature of the churches vested in CCT, conventional valuation approaches lack sufficient reliability and that even if valuations could be obtained, the costs would be onerous compared with the additional benefits derived by CCT and the users of these accounts. As a result, no value is reported for these assets in CCT's balance sheet. This approach is also in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' 2019 (FRS 102).

The cost of associated major repairs is reported in the Income Statement in the year in which it is incurred.

Further information is given in note 11 to the accounts.

(j) Pensions

Most past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. These are defined benefit schemes which are unfunded.

The CCT recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. Some current employee are enrolled in a defined contribution schemes for which the CCT recognises the contributions payable for the year.

(k) Termination Payments

The charity recognises termination benefits as an expense in the statement of financial activities when it is demonstrably committed to terminating the employment of one or more employees and has no realistic possibility of withdrawing that commitment.

(l) Taxation

CCT is a registered charity and takes advantage of the exemptions available to charitable organisations. No provision has been made for taxation on its current activities.

(m) Going Concern

The Trustees have reviewed detailed cash flow projections to 31 July 2027 and have agreed detailed budgets for the year ended 31 March 2027. Both sources of income and types of expenditure have been reviewed. Whilst one of the main charitable purposes of the CCT is to maintain the historic churches vested in the CCT, the level of this necessary expenditure is at the discretion of the Trustees and can be adjusted during the year. The Trustees have also considered the Group's working capital and capital expenditure requirements. As a result of the foregoing the Trustees are satisfied that it is appropriate to prepare the accounts on a going concern basis.

The charity's business activities, together with the factors likely to affect its future performance are set out in sections 3 to 9 of this report. Trustees consider that CCT has sufficient reserves together with long-term funding agreements with both DCMS and the Church Commissioners and as a consequence, Trustees believe that the Charity is well placed to manage its risks successfully. Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

No other material uncertainties that may cast significant doubt about the ability of CCT to continue as a going concern have been identified by the Trustees.

2. Consolidated Statement of Financial Activities

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2025
		£	£	£	£
INCOME					
Donations and Legacies		928,638	223,432	-	**1,152,070**
Income from Charitable activities		6,010,999	3,973,019	-	**9,984,018**
Income from Investments		22,140	58,247	-	**80,387**
Trading Activities		803,518	16,473	-	**819,991**
TOTAL INCOME	4	7,765,295	4,271,171	-	**12,036,466**
Expenditure on Raising Funds					
Fundraising and communications		(1,273,539)	(144,341)	-	**(1,417,880)**
Expenditure on Charitable Activities					
Church repairs and maintenance		(3,443,396)	(4,011,146)	-	**(7,454,542)**
Keeping churches open		(2,852,549)	(329,281)	-	**(3,181,830)**
Total Charitable Activities		(6,295,945)	(4,340,427)		**(10,636,372)**
TOTAL EXPENDITURE	**3**	**(7,569,484)**	**(4,484,768)**	**-**	**(12,054,252)**
Net income/(expenditure)		195,811	(213,597)	-	**(17,786)**
Other recognised gains and losses					
Unrealised gain/(loss)	7	-	-	(694)	**(694)**
Net movement in funds		195,811	(213,597)	(694)	**(18,480)**
TOTAL Funds Brought forward at 1 April		**834,774**	**909,139**	**557,157**	**2,301,070**
Balance carried forward at 31 March		**1,030,585**	**695,542**	**556,463**	**2,282,590**

All amounts relate to continuing activities; there are no other recognised gains or losses which are not included above.

3. Expenditure

		Direct staff costs £	Other direct costs £	Support Costs £	2026 Total £	2025 Total £
Expenditure on Raising Funds						
	Fundraising and communications	742,549	62,640	439,217	**1,244,406**	**1,417,880**
Expenditure on Charitable Activities						
	Church repairs and maintenance	966,406	3,367,945	696,869	**5,031,220**	**7,454,542**
	Keeping churches open	1,534,025	406,084	988,666	**2,928,775**	**3,181,830**
	Total Charitable Activities	2,500,431	3,774,029	1,685,535	**7,959,995**	**10,636,372**
	TOTAL EXPENDITURE	**3,242,980**	**3,836,669**	**2,124,752**	**9,204,401**	**12,054,252**

The church repairs and maintenance figure above includes a transfer of £1.1m (2024-2025: £0.3m) to Churches Conservation, restricted for furtherance of the CCT's charitable objects.

The CCT has spent all of its grant-in-aid received during the year and any reserves carried forward relate wholly to other sources of funding.

Net income is stated after charging Auditors' Remuneration of £39,425, including £4,932 in relation to tax advice (2024-2025: £33,881, including £6,736 tax advice).

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint £	Keeping churches open £	2026 Total £	2025 Total £
Staff costs	221,187	350,939	497,886	**1,070,012**	**882,322**
Office costs	82,508	130,908	185,723	**399,139**	**391,747**
Communications	15,358	24,367	34,572	**74,297**	**57,736**
IT Costs	70,904	112,500	159,606	**343,011**	**520,299**
Professional consultancy	32,390	51,391	72,910	**156,691**	**111,687**
Depreciation	1,909	3,029	4,297	**9,234**	**-**
Governance	14,961	23,735	33,672	**72,368**	**96,620**
	439,217	**696,869**	**988,666**	**2,124,752**	**2,060,411**

Support costs are apportioned on the basis of staff time. Under FRS102 Governance costs have been removed from the Statement of Financial Activities and are now allocated across the main expenditure areas on a staff time basis.

4. Salaries, Employment Costs and Expenses

	2026 Total £	2025 Total £
Gross salaries	2,787,060	2,951,844
Social security costs	350,141	281,191
Pension costs	724,522	761,125
Travel expenses	225,972	222,336
Staff training	90,174	36,158
Recruitment costs	34,747	48,420
Restructuring costs	71,134	254,398
Staff admin costs	29,242	35,285
	4,312,992	**4,590,757**
Number of employees as at 31 March	**77**	**79**

For the year ending 31st March the number of employees whose salaries were in excess of £60,000 were:

	2026	2025
£60,000-£70,000	1	3
£70,001-£80,000	2	1
£80,001-£90,000	2	2
£90,001-£100,000	1	1
	6	**7**

Total remuneration for the SLT in 2025-2026 was £590,147 (2024-2025: £554,144). Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind and employer national insurance and pension contributions. It does not include severance payments and the cash equivalent transfer value of pensions. The total number of employees on 31 March 2026 was 77 (FTE of 71) which includes 18 employees on fixed term contacts (2024-2025: 14). There were zero interim agency worker (2024-2025: two).

The Trustees neither received nor waived any emoluments during the year (2024-2025: nil). Eight Trustees (2024-2025: one) received reimbursements of £340 & incurred other expenditure of £1,109 (2024-2025: £313). Unclaimed Trustee expenses for the year are estimated at £2,000 (2024-2025: £2,000).

5. Pensions

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as "alpha" – are unfunded multi-employer defined benefit schemes but CCT is unable to identify its share of the underlying assets and liabilities.

The scheme actuary valued the PCSPS as at 31 March 2024. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation. https://www.gov.uk/government/publications/2024-valuation-civil-service-pension-scheme

For 2025-2026, employers' contributions of £708,272 were payable to the PCSPS (2024-2025:
£741,447) at a flat rate of 28.97% of pensionable earnings.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2025-2026 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £15,649 (2024-2025: £18,893) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and ranged from 8% to 14.75%.

Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £601 (2024-2025: £785), 0.5% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Further details about the Civil Service pension arrangements can be found at the website: www.civilservicepensionscheme.org.uk

6. Tangible Fixed Assets

Group **Cost**	Furniture & Equipment	**Total**
	£	**£**
As at 1st April 2025	29,446	**29,446**
Additions	25,238	**25,238**
Cost Carried Forward as at 31 March 2026	54,684	**54,684**
Depreciation		
As at 1 April 2025	-	**-**
Depreciation charge for the year	9,234	**9,234**
Accumulated Depreciation as at 31 March 2026	9,234	**9,234**
NET BOOK VALUE		
At 31 March 2026	**45,450**	**45,450**
At 31 March 2025	**29,446**	**29,446**

Charity **Cost**	Furniture & Equipment	**Total**
	£	**£**
As at 1st April 2025	-	**-**
Additions	20,021	**20,021**
Cost Carried Forward 31 March 2026	20,021	**20,021**
Depreciation		
As at 1 April 2025	-	**-**
Depreciation charge for the year	3,003	**3,003**
Accumulated Depreciation as at 31 March 2026	3,003	**3,003**
NET BOOK VALUE		
At 31 March 2026	**17,018**	**17,018**
At 31 March 2025	**-**	**-**

7. Fixed Asset Investments

GROUP	Permanent Endowment Funds	Total Funds
At 1 April 2025	377,292	377,292
Net unrealised loss on revaluation	21,673	21,673
At 31 March 2026	**398,965**	**398,965**
Historic costs at 31 March 2026	348,893	348,893

The unrealised gain is calculated as a result of CCT's annual revaluation of its assets.

8. Debtors

	2026	2026	2025	2025
	Group £	Charity £	Group £	Charity £
Listed Places of Worship Scheme	31,782	31,782	130,346	130,346
Grant receipts due from other grant giving bodies	952,262	655,970	1,271,756	1,068,773
Intercompany debtors	-	359,353	-	376,443
Other debtors, prepayments and accrued income	181,519	175,655	300,623	221,572
	1,165,563	**1,222,760**	**1,702,725**	**1,797,134**

9. Creditors

	Group £ 2026	Charity £ 2026	Group £ 2025	Charity £ 2025
Trade creditors	292,896	287,538	235,988	203,239
Accruals and deferred income	107,136	87,455	170,095	97,099
Grant payment due to other grant giving bodies	1,099,299	1,099,299	1,779,563	1,779,563
Intercompany creditors	-	10,560	-	131,485
Other creditors	188,346	150,913	436,025	402,846
	1,687,677	**1,635,765**	**2,621,671**	**2,614,232**

Deferred Income Reconciliation	**Group**	**Charity**
	£	**£**
At 01 April 2025	34,695	11,065
Amount Released to Income	(34,695)	(11,065)
Deferred in the Year	25,662	12,780
At 31 March 2026	25,662	12,780

10. Funds

Group	**Balance as at 1 April 2025**	**Income**	**Expenditure**	**Unrealised gain on investments**	**Balance as at 31 March 2026**
	£	**£**	**£**	**£**	**£**
Unrestricted Funds	1,030,585	7,565,781	7,457,662	-	**1,138,704**
Restricted Funds	695,542	1,672,068	1,746,739	-	**620,871**
Permanent Endowment	377,292	-	-	21,673	**398,965**
Expendable Endowment	179,171	-	-	-	**179,171**
	2,282,590	**9,237,849**	**9,204,401**	**21,673**	**2,337,711**

Charity	**Balance as at 1 April 2025**	**Income**	**Expenditure**	**Unrealised gain on investments**	**Balance as at 31 March 2026**
	£	**£**	**£**	**£**	**£**
Unrestricted Funds	952,585	7,331,355	7,292,034	-	**991,906**
Restricted Funds	802,592	1,578,648	1,602,009	-	**779,231**
Permanent Endowment	377,292	-	-	21,673	**398,965**
Expendable Endowment	179,171	-	-	-	**179,171**
	2,311,640	**8,910,003**	**8,894,043**	**21,673**	**2,349,273**

Permanent Endowment Funds comprise investments held by CCT to provide income for certain specific churches vested in the Trust.

Expendable Endowment funds comprise assets held by CCT which, together with the income generated, can be used for church repairs and maintenance.

Restricted Funds are an accumulation of smaller sums of money donated by the public for expenditure on the church for which they were given. A separate fund is maintained for each vested church with income, known collectively as the Specific Churches Funds. Expenditure funded by grants for specific projects is also accounted for through restricted funds. The largest four church balances at 31 March 2026 relate to: St Andrew's Shotley, St Wilfrid's Brougham, St Mary's Bungay and All Saints' Vange.

11. Heritage Assets

CCT maintains 357 churches which have been acquired since CCT was established in 1969. These churches are those which have fallen into disuse and are considered to be sufficiently important to be conserved and maintained for the benefit of future generations. Although churches are transferred from the relevant Diocese at no cost to the CCT, they often arrive with urgent repair needs and no accompanying endowment, creating an increasing long-term burden on CCT's already limited finances. Every three years, one third of CCT's estate is reviewed for repair liabilities.

Additions in 2025-2026: NIL

Disposals in 2025-2026: NIL

Five year summary of heritage asset transactions.

The number of Churches vested in the CCT and disposals are shown in the table below:

	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Churches vested in the CCT	357	357	357	357	356
New Vestings	-	-	-	1	-
Disposals	-	-	-	-	-

12. Operating Lease Commitments

The commitment in respect of operating leases were:	**2026**	**2025**
	£	**£**
Leases expiring under one year		
Land and Buildings	20,018	88,142
Leases expiring between two and five years		
Land and Buildings	60,056	-
	80,074	**88,142**

Lease Payments for Land and Buildings amounting to £84,357 were made in the year (2024-2025 £88,142).

13. Repair Commitments

At 31 March 2026 CCT had contracted for the following repair projects:

	2026	2025
	£	£
Annual Programme	219,223	124,792

At 31 March 2026, Trustees had approved for 2026-2027 CCT budget programme expenditure totaling £10.2 million (March 2025: £9.1 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2026.

14. Net Assets

GROUP	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2026 Total £**	**2025 Total £**
Tangible fixed assets	45,450	-	-	**45,450**	**29,446**
Investments	-	-	398,965	**398,965**	**377,292**
Cash	2,340,171	(103,932)	179,171	**2,415,410**	**2,794,798**
(Creditors) less debtors	(1,246,917)	724,803	-	**(522,114)**	**(918,946)**
Total	**1,138,704**	**620,871**	**578,136**	**2,337,711**	**2,282,590**

CHARITY	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2026 Total £**	**2025 Total £**
Tangible fixed assets	17,018	-	-	**17,018**	**-**
Investments	1	-	398,965	**398,966**	**377,293**
Cash	1,850,812	316,311	179,171	**2,346,294**	**2,751,445**
(Creditors) less debtors	(875,925)	462,920	-	**(413,005)**	**(817,098)**
Total	**991,906**	**779,231**	**578,136**	**2,349,273**	**2,311,640**

15. Value of Volunteers

CCT relies heavily on the contribution made by volunteers and Friends Groups to achieve its objectives. All of whose work helps enormously to enable the work of and help sustain CCT.

CCT's volunteer numbers show 2,690 individuals who support the organisation's work and participate in training, consultation and conferences. This increase from 2,447 volunteers in 2024-2025 reflects the ongoing work on our databases to update permissions and track activity.

It has been calculated that our volunteers worked 107,600 hours, based on an average of 40 hours per volunteer. If we were to value those hours at £12.21 per hour (national minimum wage for over 23s), the economic worth of the work they did for the year-ended 31 March 2026 amounted to £1,313,796 (2024-2025: £1,119,747). This is a notional figure and is not included in our income or expenditure.

16. Trading Subsidiary

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (CCTEL), company number 08125965, registered office: St Peter's Street, Northampton NN1 1FH. Summary results are included below.

	2026	2025
	£	£
Turnover	359,443	1,952,134
Cost of sales	(288,435)	(1,930,972)
Overhead Costs	(32,367)	(19,779)
Interest Payable	(21,158)	(37,067)
Profit / (Loss) before taxation	**17,483**	**(35,684)**
Tax	-	-
Distribution to parent	-	(65,892)
Operating Profit/(Loss)	**17,483**	**(101,576)**

	2026	2025
	£	£
Tangible Fixed Assets	28,432	29,446
Current assets	381,833	456,880
Creditors	421,825	515,369
Net (Liabilities)	**(11,560)**	**(29,043)**
Profit and Loss account	(11,561)	(29,044)
Share Capital	1	1
Total Shareholder's Funds	**(11,560)**	**(29,043)**

17. Related Party Transactions

CCT is sponsored by DCMS and the Church Commissioners. The Department for Culture, Media and Sport is regarded as a related party and transactions with the Department are fully disclosed in the notes to the accounts.

Churches Conservation (charity number 1150968) was established in January 2013, and shares a minority of its Trustees with the CCT. £0.86 million was received from Churches Conservation in 2025-2026 (2024-2025: £2 million). A transfer of £1.4 million was paid to Churches Conservation in 2025-2026 (2024-2025: £0.3 million).

As at 31 March 2026, CCT had a creditor balance of £1.1 million (£1.8 million at 31 March 2025) and a debtor balance of £0.6 million (£0.8 million at 31 March 2025) with Churches Conservation

CCT's CEO, Director of Conservation and Director of Finance and Commercial serve as unremunerated Directors of the CCT's trading subsidiary, Churches Conservation Trust Enterprises Ltd.

As at 31 March 2026, CCT had a debtor balance of £359,353 due from CCTEL (2024-2025: £376,443) and a creditor balance due to CCTEL of £10,560 (2024-2025 £NIL). Income of £21,158 was received from CCTEL in 2025-2026 (2024-2025: £65,892). Expenditure of £10,560 was paid to CCTEL in 2025-2026 (2024-2025: £nil). Both income and expenditure were eliminated on consolidation.

18. Post balance sheet events

None.

13. Acknowledgements

The Churches Conservation Trust wishes to record its thanks for the continuing help and support it receives which enables it to do its work across its 357 churches. The list below notes the CCT's sponsors (who provide Grant-in Aid), Trusts, Foundations, Friends of Churches, other organisations and individuals that in the year gave generously to CCT. We do our best to acknowledge all of those who have supported us, but we are also grateful to those who we have not been able to list and those who would like their support to remain anonymous.

Royal Patron
His Majesty King Charles III

Patrons
Baroness Kay Andrews OBE, FSA
Dame Elizabeth Forgan DBE
Sir Loyd Grossman CBE, FSA
Jools Holland OBE, DL
Bettany Hughes

CCT's Key Sponsors
Department of Culture, Media and Sport
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H L Jenkyns Charitable Trust
Harrison's Charity
Historic England
Friends of St John, Parson Drove
Friends of St Peter's Marefair
Marsh Charitable Trust
National Lottery Heritage Fund
National Society United States Daughters of 1812
Prynce's Holme Lacey Charity
The Barbara Whatmore Charitable Trust
The Barker-Mill Foundation
The Benefact Trust
The Drake Trust
The Harley Charity
The Harshire (Charitable) Foundation
The Norton Freeman Charitable Trust
The Radcliffe Trust
The Rochester Bridge Trust
The Samuel Gurney Foundation
The Sudbury Society
The Swire Charitable Trust
The WGFJM Charitable Trust
West Berkshire Council

Chancel Club
Peter Aiers OBE
Ralph and Elizabeth Aldwinckle
Jane Anderson
Stephen Chater
Adrian Clark
Tim Clarke
Christopher Claxton Stevens FSA
Stephen Dawson and Tom Peers
William Donaldson
Judith Donovan CBE
Denis Dunstone
Michael Fowle CBE, FCA
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Tim Harris
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Christopher Knight
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Revd. Professor Diarmaid N.J. MacCulloch Kt, DD, FBA
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Miranda Wilson

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Miranda Jones
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Mr & Mrs David Liberis
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Howard and John Prescott
Susan Scrase
Sheena Stoddard
Paul and Sue Teal
Owen Toller
Professor Julia Twigg
Diana B Tyson BA PhD FSA FRHistS
V M van der Lane
Geoffrey Wood

Pledged gifts in wills

Gifts in wills play an important and much valued part in supporting the work of CCT. We are grateful for the many legators who remembered our work in year. We would also like to thank the following named individuals and those who wish to remain anonymous for pledging a gift for the CCT in their wills, including members of our Legacy Giving Group.

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Professor Andrew Blowers OBE
Simon Butt
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Brian Cook
Howard Davies
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Roberta Dos-Santos
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David Flemington
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