

# CHURCHES CONSERVATION TRUST

England & Wales · Charity number 258612

## Details

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**Other names** REDUNDANT CHURCHES FUND

**Status** Registered

**Legal form** Other

**Registered** 1969-06-27

**Register** [View on the Charity Commission register](#)

## Contact

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## Activities

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**Objects:** 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 PASTORAL MEASURE 2011, TOGETHER WITH THEIR CONTENTS SO VESTED.

**Activities:** The CCT is registered as a charity (number 258612) . Its governing document is the Mission and Pastoral Measure 2011. Its main object is the preservation, in the interests of the nation and of the Church of England, of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- **Area of benefit:** UNRESTRICTED
- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,036,466	£12,054,252	£2,282,590	79
2024-03-31	£12,271,244	£12,235,845	£2,301,070	86
2023-03-31	£9,938,835	£9,570,678	£2,268,275	81
2022-03-31	£11,734,732	£11,386,363	£1,935,555	76
2021-03-31	£11,104,155	£11,123,438	£1,568,091	73

## Trustees

Name	Role	Appointed
Andrew Neil Morgan		2026-03-16
Dr Andrew Rumsey		2025-08-01
Dr Ingrid Samuel		2025-08-01
Erin Walsh		2023-02-01
Irene Vivienne King		2025-08-01
MS Liz Peace		2013-10-01
Michael Bithell		2025-08-01
Rev TIMOTHY GOODE		2020-10-29
Sally Jane Watson		2026-03-16
Stephen Parkinson		2025-08-01
Tanvir Hasan		2023-02-01

**CHURCHES CONSERVATION TRUST**

England & Wales - Charity number 258612

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# Accounts

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**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**



**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

*Presented to Parliament Pursuant to  
Section 57(21) of the Mission and Pastoral Measure 2011 (2011 No.3)*



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The Churches Conservation Trust ('The Trust') is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5m visitors a year. With our help and with your support they are kept open and in use – living once again at the heart of their communities.

Our aims are

- **Supporting Communities To Use And Love Their Historic Places of Worship;**
- **Sharing Our Skills To Sustain Churches;**
- **Promoting The Value Of Our Shared Cultural Heritage.**

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# 1. FOREWORD

We are pleased to introduce the 2024-2025 annual report and accounts of the Churches Conservation Trust (CCT). This is the final year of our 2019-2025 strategy, during which we put communities firmly at the heart of our work. This approach is an acknowledgement that, whilst our charity cares for one of the largest and most important estates of historic buildings in the country, the 357 churches in our care are fundamentally local buildings, whose future can best be sustained by communities maintaining them as part of the social fabric of their places. Despite the many challenges we've faced, particularly during the pandemic, our commitment to this has endured. We found new and innovative ways of reaching those with an interest in historic churches through our online lectures; taking our activities and events online when we had to and welcoming people back into our churches when we could. We were also fortunate to receive funding from the government's *Heritage Stimulus Fund* which, coupled with the generosity of our donors, meant we were able to make real headway repairing some of our most in-need buildings.

As difficult as this period was for so many, we were reminded that historic churches are patient buildings and of the solace they provide. This sentiment was articulated most eloquently by our late Chair Sir Peter Ainsworth, who remains much missed after his untimely passing in 2021. His poem *Defeated? A Sonnet to Empty Churches*, written during the pandemic and displayed prominently during our churches, includes words that bear repeating:

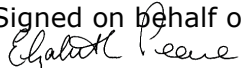
"You stand there still in testament to how  
Beauty is not a wafted fleeting wraith  
A ghost which chance can whimsically destroy  
You can be filled, if not by faith, with joy"

Throughout our current strategy there have been many occasions for joy. As our estate continues to grow year on year, the most recent church vested in CCT by the Church Commissioners reopened in autumn of 2024. The 'granite giant' of St Torney's, in the village of North Hill in Cornwall, underwent extensive repairs. Our expert team oversaw careful and painstaking conservation work whilst our local community team engaged villagers and local groups in planning how the church could be used by the whole community after reopening. At its grand reopening over 200 people poured through the doors on a sunny October day, marking the beginning of new chapter for the church at the centre of community life, open and available for everyone, of all faiths and none.

Our strategy has seen other successes, from increased digital audiences and steadily growing turnover for our trading subsidiary CCTEL, to the successful completion of major schemes at Sunderland, Worcester and Sudbury. These sites benefitted from multi-million-pound investment to fund repairs and adaptations, allowing them to reopen as buildings that can benefit their communities more than ever, thanks largely to the generosity of lottery players through the National Lottery Heritage Fund. In tandem, a raft of smaller but no less important community-led projects, or CIPs (Community Initiative Projects) got underway across our sites.

As we look to the next five years and a new strategy, we can confidently say that communities will remain at the heart. **Community**, combined with our bedrock of **conservation** and the spark of **creativity** needed to reimagine these precious buildings for future generations, will be our guiding lights. As ever, this will only be possible thanks to the continued 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, as well as the many thousands of volunteers, members and donors, thanks to whom we are able to multiply this funding each year and achieve so much more. Together, we can be hopeful that we can forge a future for these wonderful buildings that is worthy of their past.

Signed on behalf of the Trustees on: 26/06/2025

  
**Elizabeth Peace CBE**  
**Chair of the Trustees**

  
**Greg Pickup**  
**Chief Executive**

## **2. INTRODUCTION**

### **Who we are**

The Churches Conservation Trust is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5 million visitors a year. With our help and your support they are kept open and in use – living once again at the heart of their communities.

### **Constitution**

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 principally 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 this Part, together with their contents so vested'.

### **Objectives and Activities**

The CCT cares for those parish churches which are of particular historic, architectural or archaeological merit and are vested in the CCT by the Church Commissioners of the Church of England to be conserved for the nation and opened to the public.

### **Strategic Aims 2019-25**

Our strategy for 2019-2025 is based on three pillars:

#### **1: Supporting communities to use and love their historic places of worship**

For CCT to best care for our growing collection of historic churches it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives. To deliver this first pillar of our strategy, we created a network of Local Community Officers who work diligently to support communities around CCT churches to use their historic church and raise the funds necessary to keep it in good repair.

#### **2: Sharing our skills to sustain churches**

We continue our work to develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. To date this includes Champing™, consultancy work, and developing opportunities to generate income by allowing use of our buildings for activities that generate rental and fee income.

Our Conservation Team support the upkeep of buildings, providing an excellent maintenance service and working through a prioritised national list of repair projects. This support extends beyond CCT's collection through the maintenance service we offer to other places of worship beyond our own portfolio on a consultancy basis.

#### **3: Promoting the value of our shared cultural heritage**

We continue to be concerned that the future for many historic places of worship continues to appear precarious. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

In order to continue advocating for their value and support we continue to develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society, we deliver a learning programme to explain these complex buildings.

## **DCMS and Church Commissioners Funding Agreement**

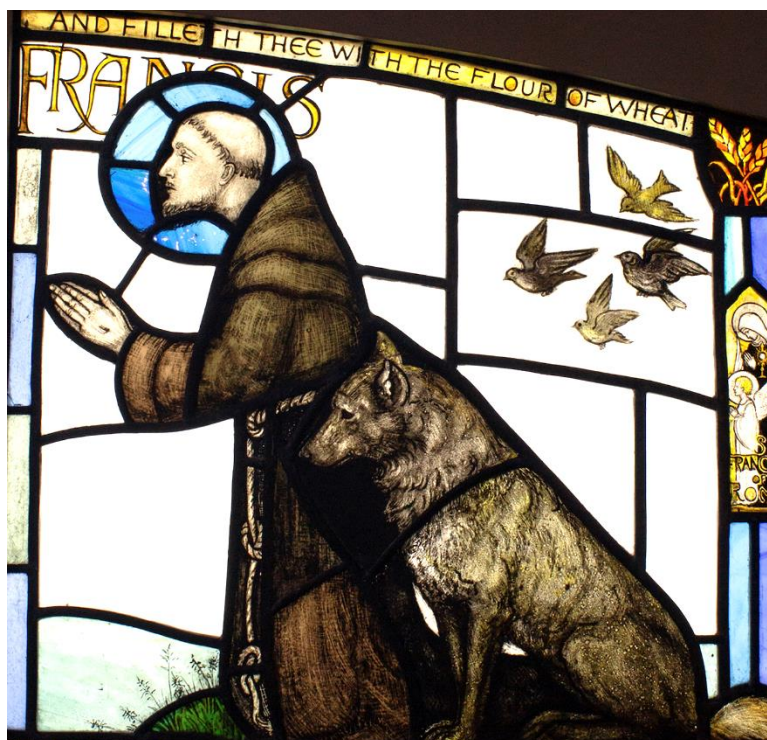
CCT works to funding agreements with its two main sponsors, the Department for Culture, Media and Sport and the Church Commissioners. We are extremely grateful for their support throughout the year and for the grant-in-aid without which CCT could not function. Regular tripartite meetings allow all parties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

### 3. REVIEW OF THE YEAR

2024-2025 is the final year of our current strategy, during which our attention has been focused on achieving our strategic aims whilst reviewing how these might evolve in our forthcoming new strategy for 2025-2030.

Highlights of this year include:

- Shrewsbury. During the year we marked the completion of our project "*The Past, Present & Future of St Mary's Stained Glass*" at St Mary's in Shrewsbury. Through the project, funded by the National Lottery Heritage Fund together with a number of other generous donors, we were able to conserve the internationally important stained glass at St Mary's, including some recently discovered stained glass, working with the local community to bring this to greater prominence for visitors to enjoy.



*One of the newly discovered stained glass panels, depicting St Francis of Assisi, which is now on display at St Mary's Shrewsbury as part of "The Past, Present & Future of St Mary's Stained Glass" project (CCT).*

- North Hill. The year saw the completion of repairs to St Torney's in North Hill in Cornwall after its vesting in CCT by the Church Commissioners. This church at the centre of a busy village is one of the last community buildings remaining and reopened in October 2024 to much local celebration that this vital local building would continue to be open and available for all as a community asset.



*The community gather to celebrate the reopening of St Torney's Church, North Hill, Cornwall (CCT)*

- Heritage Skills Summer School at St Johns, Lancaster. In partnership with Historic England we ran a successful Heritage Skills Summer School at our Grade II\* St John's in Lancaster. St John's had been subject to flooding and damage and was on the at-risk register. The project not only enabled high-level repairs to the building but also helped train the next generation of craftspeople who will be charged with the care of historic churches. 21 people benefitted from intensive heritage skills training through the project.
- Old Black Lion and St Peter's, Northampton. This year saw the major capital works programme at CCT's new headquarters in Northampton substantively completed in readiness for CCT moving into the space in summer 2025. A huge amount of effort across the organisation has been devoted to this project which will create a unique new space in Northampton combining a revitalised historic pub with St Peters, one of the jewels in the crown of CCT's estate, and CCT's new national office. The project is part of Northampton's wider regeneration, helping boost the town's heritage and economy whilst also creating jobs in the town. We look forward with much excitement to welcoming friends and guests to Northampton later in 2025.



*A view of the scaffolding on the Old Black Lion pub, viewed from the churchyard of St Peter's Church (Stu Vincent Photography)*

- Contactless giving. We continue to see a decline in traditional cash giving through wall-safes in churches. The roll-out of contactless devices across our estate has continued at pace, with contactless donations significantly increasing year-on-year.
- Oxford University Knowledge Transfer Partnership. We concluded our successful Knowledge Transfer Partnership project with the University of Oxford during 2024. In addition to in-depth exploration of the project proposal examining the viability of embarking upon a significant expansion of CCT's commercial maintenance consultancy service, the project also included a raft of additional knowledge transfer. This involved the Oxford team working with CCT's senior team, national management group and our whole staff collectively to support embedding an enterprising culture within the organisation.
- New strategy. We embarked upon a major listening exercise during this last year of our current strategy, ensuring that our 2025-2030 strategy took account of our performance against financial targets and KPIs and crucially also the views of not only CCT staff and trustees but also the communities and volunteers who keep our churches alive, as well as our key partners including DCMS and the Church of England.

## **4. AIM ONE: Supporting communities to use and love their historic places of worship**

### **Regions**

Our regional teams have continued to work hard during this final year of the strategy to strengthen local relationships, through the church plan community engagement tool and to identify collaborative projects with engaged communities. Local and regional gatherings have become part of the annual calendar, enabling networking between communities and volunteers. Community use has grown, as has the variety of events and activities taking place in the churches.

Through this engagement and local ownership, the number of likely projects funded by communities has grown and the regional teams are supporting the development of such projects.

Our annual community and volunteer awards took place in June with continued support from the Marsh Trust. The date has now permanently moved to coincide with National Volunteers' Week. The Community Engagement and Volunteering Manager has completed the review of the majority of the documents covering policy and processes governing volunteering at the CCT, which enables us to support our long standing, committed volunteers better but also to recruit the next generation.

### **Fundraising and Membership**

The 2024-2025 Annual Appeal, *Window's Framing England's History*, has outperformed last year's Appeal. Following its launch in June 2024, it has raised in the region of £60,000 to date, plus Gift Aid. The trajectory of major gift fundraising is also very positive; as of the financial year end, major gifts of £500 or more across CCT have raised £209,427 against a forecast of £83,333. The pipeline of legacy income is forecasting strong, with a further 24 cases in administration, most of which are unrestricted. We are delighted to have a total of 68 members of the Legacy Giving Group with a further 22 anonymous individuals who have confirmed they have pledged a gift to CCT in their will. CCT has witnessed an increase in the total number of members this year and a decrease in lapsed members, demonstrating excellent member loyalty. With trusts and foundations, team efforts have been focused on the *Raise the Roof* appeal at St Bartholomew's, Lower Basildon, and we have seen a range of successful applications submitted, with secured funds contributing towards the overall fundraising target. Elsewhere, a healthy pipeline of grant applications is building for Community Initiative Projects at a number of churches.

### **Conservation**

The summer saw the completion of a major piece of work to assess the condition of the estate and predict costs to 2030, the end of the next strategic period, for repairing and conserving the Trust's 357 churches. This work informed the new strategy and, specifically, the plan for repair and maintenance over the next five years.

We were particularly pleased to host Historic England's *Heritage Building Skills Programme Summer School* at St John's church in Lancaster. With funding from Historic England, Bullen Conservation were appointed to repair the roof and high-level masonry and host 18 apprentices for 5 weeks over the summer. The work trainees took part in included mixing mortars, repointing stonework with lime mortar and making templates for stones that needed replacing. The lead working demonstration and the visit to the quarry where the roof slates came from were particularly well received.

The team progressed with the development of three significant repair projects funded through the Sales of Proceeds monies received from the Church Commissioners, and continued to work on CCT's Top 15 projects supported by Fundraising with good progress made at a number. New vesting repairs at North Hill, Cornwall were completed with the launch event held in October.

The teams' focus this year has been the Community Initiative Projects, or CIPs. A CIP is a project that has been proposed by a group or individual, the aspiration is for the project to be managed with an appropriate degree of autonomy and a low level of involvement and oversight from CCT.

Projects are wide ranging in scope, complexity and size, including installation of PV panels at Bungay, Suffolk; tower repairs at West Stourmouth, Kent; reglazing at Wolfamcote, Warwickshire; and boundary wall repairs at Fylingdales, North Yorkshire, to mention just a few.



*St Stephen's Church, Fylingdales, North Yorkshire (CCT)*

## **Regeneration**

After much deliberation CCT took the decision not to progress as planned with the second stage National Lottery Heritage Fund (NLHF) application for St John's in Lancaster. As the scheme developed in greater detail, several factors led to the decision to take a step back and reconsider the best way to deliver a sustainable future for St John's. The decision also came off the back of the enormous success of the Historic England funded summer school project which has gone a long way towards securing the condition of the building and was a direct outcome of CCT's work in developing the initial project.

Progress with repair to the Old Black Lion, Northampton, and CCT's new national office continued apace with completion by the end of the year and attention turning to our office move. We look forward to welcoming our funders, stakeholders and supporters here in due course.



*Apprentices at the summer school inspecting old lime mortar on the exterior of St John's Church, Lancaster (CCT).*

## **Finance and ICT**

The Finance team continue to support the organisation through cross organisational projects, particularly the Old Black Lion in Northampton. Additionally, work to improve analysis of CCT's income and expenditure is ongoing to provide improved management information to senior management and stakeholders. The team has continued to support the organisation with specific training and advice on financial matters to improve the performance of the trust and work with outside stakeholders to aid the understanding of our performance.

Our organisation-wide Digital Transformation Programme, covering five key systems, has continued to progress. We completed a project to move our existing web site to a new platform giving us a more controllable CMS and integrated it to a new upgraded CRM platform called Charity CRM which should improve our ability to track the member/supporter experience. Alongside this we continued our migration of teams to SharePoint making better use of our 365 environment.

Work has continued to ensure our organisation's cyber-security is robust. This has included a rollout of new measures ranging from email filters, password management, anti-virus and malware and implementing updated backup and disaster recovery plans.

## **5. AIM TWO: Sharing our skills to sustain churches**

### **Major Footfall Sites**

Following a review of operations at major sites, we have been exploring the future approach, particularly post funding at Sunderland and Worcester, as the intensity of delivery and staffing is unsustainable without funding. Our preferred model is to work with a partner like the model with *The Bridge Project* at Sudbury Arts Centre. This has been explored at Sunderland and is in progress at Worcester. With Sunderland, the funded staff posts ended partially in October 2024 and fully in March 2025. We are working with a local partner to take on a custodian type role for the church.

At other sites, we are aiming to maximise opportunities presented by high visitor or event numbers. This is particularly true of York Holy Trinity, St Mary's, Shrewsbury and St Nicholas Chapel, King's Lynn. York and King's Lynn have existing operating models which we are reviewing, whilst Shrewsbury has grown through the recent stained glass project, and we wish to capitalise on and retain this renewed interest in the church.

All Saints', Leicester, continues to host the Van Gogh Immersive Exhibition and St Peter's, Sandwich, is generating significant income through the resale of donated goods.

### **Champing™**

Champing net annual revenue dropped slightly year on year to £69,874: booking trends being affected by conditions in the wider economy. Last year we were adversely affected by some church closures due to maintenance. The longer-term strategy of reducing day-to-day running costs and focusing on revenue growth through work with our non-CCT partner churches is bearing fruit. We welcomed 1,633 guests into 26 different churches over the 2024 season. 16 of these being partner churches and demand for non-CCT churches to offer Champing is growing significantly. Income from Champing for partner churches averaged about £2,000 per church for the year, providing a useful additional revenue stream for some rural churches. As we move into the 2024-2025 season, we expect our work with partner churches to grow significantly.

### **Consultancy**

Earned income from consultancy work through CCT's regeneration team was lower than in previous years due to a need to focus on core CCT work. Our maintenance consultancy work with the Quakers is ongoing and we continue to respond to enquiries for other similar work. Our research project with Oxford University Knowledge Transfer Partnership concluded this year, helping the team identify future growth opportunities that could be pursued in future if a significant expansion of this work area was considered a priority.

### **Historic Chapels Trust**

CCT has continued to support the Historic Chapels Trust (HCT) over the last year, with our in-house conservation team providing vital support to the charity in managing its assets. After a period of detailed planning, we were delighted that the first repair project of many started in the summer at Bethesda chapel, Stoke-on-Trent. The programme is funded by a Cultural Asset Fund grant administered by the National Heritage Memorial Fund.

### **Knowledge Transfer Partnership (KTP)**

Our Innovate UK-supported partnership with Oxford University's Saïd Business school ended in October. The project aimed to examine the feasibility of the expansion of CCT's commercial maintenance service and deliver a programme of organisational development to support CCT's readiness for commercial growth. Whilst the project concluded that there was a market viability, CCT has decided not to pursue this further because of the broader organisational impact. The feasibility framework, introduced as part of the project, provides a structured method to evaluate ideas and has been incorporated into CCT's business process. The learnings on commercial opportunities in general are built into the new 5-year strategy through the creativity strand.

## **6. AIM THREE: Promoting the value of our shared cultural heritage**

### **Communications**

The Communications team has effectively met the overall KPI 9 key performance indicators, a 250% increase in digital engagement in the 2019-2025 strategic period, outperforming on growth targets against Facebook, LinkedIn and Instagram. X has proved more difficult largely due to new competitor, Bluesky, to which CCT has now signed up for an account. In the latter half of the financial year, the team worked on the website migration project, ensuring connectivity with the newly migrated CRM, that accessibility requirements are met, and training is rolled out to staff. The audience development work also continues to be implemented to collaborate internally on activities that drive participation, income and our understanding of how audiences wish to engage with CCT. Digital content creation in the form of the members lectures continues to be developed, with a freelance external host supporting the team in finding speakers and promoting the lecture series.

### **Learning and Interpretation**

Through funding from the Department for Education via Historic England, we have continued to support the equivalent of three full time Heritage Learning Officers who work with schools to bring young people into our church buildings. The programme has now been going for eleven years, allowing us to build relationships with schools, teachers and learning networks, as well as more recently providing popular family learning programmes in our major footfall and large project sites.

The Heritage Learning Officer for the West undertook detailed work with the community at the newly vested St Torney's at North Hill in Cornwall with great success, demonstrated by the attendance at the reopening celebration in October.

Unfortunately funding for the roles was withdrawn in March 2025, prompting a review of how learning and interpretation activities could be undertaken within CCT. Future learning and interpretation activities will be delivered through a new national role developing resources for communities and schools, as well as supporting on large interpretation opportunities and taking forward CCT's position on contested heritage.

## 7. PERFORMANCE AGAINST TARGETS

### Key Performance Indicators

Three Key Performance Indicators across each of our three strategic aims help us to measure progress over time. The table below shows progress from the beginning of our strategic period (baseline) and our annual target within this.

Supporting communities to use and love their historic places of worship				
	KPI	Measure	2024-2025 Target	2024-2025 Actual
1	80% of volunteers and communities around our churches feel supported by the CCT by 2025	Annual volunteer survey.  Baseline: The annual survey provided that 38% of volunteers felt well supported by the CCT	80% of volunteers feel supported by CCT	74% of volunteers feel supported by CCT
2	An additional £700k of church based funding is generated every year by 2025.	Church based income.  Baseline (2018/19): £492,655	£798,189	£748,189
3	To increase our annual regular maintenance expenditure to over £1m by 2024-2025	Amount spent on regular maintenance annually.  Baseline (2018/19): £526,559	£1,000,000	£993,106
4	We will deliver the 15 priority conservation projects by 2024-2025	Progress against the project list as agreed by Management and Board of Trustees	15 top priority projects delivered	Original top 15 addressed and new 2nd tier added. Further projects currently in development.

Progress against the KPIs above falls slightly short of the stretching full-strategy target for KPIs 1-3, whilst exceeding the target for KPI 4. Progress against KPI 4 (delivering top priority conservation projects) benefitted from the repair programmes enabled by the government's Heritage Stimulus Fund during Covid. More encouragingly, each of the KPIs 1-3 have seen

significant increases across the strategic period, with targets reviewed and amended as required. Performance against each of these three KPIs exceeds 90% of the 2024-2025 target.

We intend to continue focusing on volunteer support (KPI 1) as a target in our future strategy, refining KPI 2 (church-based income) to allow for a less prescriptive approach to income generation. KPI 3, maintenance spend, will continue to be a target in future, with an aim to continue increasing this year on year in future in line with rising costs and needs.

<b>Sharing our skills to sustain churches</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2024-2025 Target</b>	<b>2024-2025 Actual</b>
<b>5</b>	Achieve our 5 year commercial target	Progress against the commercial plan to be devised by the Head of Enterprise once appointed	£65,892 trading subsidiary surplus	(£35,864) trading deficit after Interest payable
<b>6</b>	Work with 160 communities outside the CCT over a 5 year period. This was increased from 50 as this was readily achieved.	Number of communities worked with as part of consultancy work or partnership working	10	3 new communities/groups

The commercial target under KPI 5 has been achieved or exceeded throughout the strategic period from 2019-2020 through to 2023-2024, measured by the surplus generated by CCT’s trading subsidiary CCTEL. In 2024-2025 as there was a deficit on the trading activities of the company, income from CCT’s trading activities will be retained towards the Trust’s flagship project at the Old Black Lion in Northampton which has been undertaken through CCTEL. This means that in 2024-2025 no surplus will be reported or paid to the core charity, with an overall deficit of £35,684 for the year 2024-2025. We are confident that overall subsidiary company income and trading can return to surplus in future years as the commercial operation of the Old Black Lion as a pub, meeting and function space provides additional commercial income in future years.

KPI 6, the number of communities beyond CCT with whom we work, was originally set at 50 and increased thereafter. Annual targets were retained despite previous years’ performance exceeding these, meaning that whilst the new communities recorded during 2024-2025 falls short of the annual target, overall, across the full strategy period they lead to a total of 172 across the strategic period which exceeds the overall full strategy target.

<b>Promoting the value of our shared cultural heritage</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2024-2025 Target</b>	<b>2024-2025 Actual</b>
<b>7</b>	Achieve 2 million annual visitors per year	2018/19 baseline: 1.7m visitors	2m visitors	1.8m visitors
<b>8</b>	Grow CCT supporters to 10,000 by 2024-2025	Numbers of supporters recorded on CRM 2018/19 baseline: 2,060 members	10,500 supporters	10,218 supporters
<b>9</b>	Grow digital audience by 250% by 2024-2025	Baseline: 18,000	66,972	66,982

CCT’s visitation target (KPI 7) of 2 million visitors by the end of the strategy period was affected, along with the rest of the country’s visitor attractions, by Covid. Annual trends in visitation to CCT churches has broadly followed national trends, with a significant upsurge immediately post-Covid and a continuing upwards recovery, albeit one that still falls somewhat short of pre-Covid expectations.

KPI 7, which aimed to increase supporter numbers to 10,500 by the end of the strategy was narrowly missed, with our team seeing significant growth that reached 97% of the 2024-2025 target. Conversely, Digital audience growth has exceeded the annual target and resulted in successful achievement of the strategy-wide milestone of more than 250% growth in digital audiences. Whilst this will continue to be monitored within CCT, it is intended during future strategy to give greater focus to engagement levels of digital audiences in pursuance of overall supporter growth.

## 8. SUSTAINABILITY

CCT falls under the de-minimis threshold for formal reporting of this in our annual report and accounts however an update is included below in recognition of the importance of the issue.

In a broad sense, we believe that CCT's work contributes to sustainability by seeking to maximise use of existing buildings and structures. Our stewardship of the buildings aims to ensure that problems of decay and redundancy are tackled before they become overwhelming.

### Energy usage

During 2023-2024 we transferred our energy provider across all our sites to green energy which will make a significant difference to our footprint. In addition, many of our churches, not having heating systems, are 'net-zero by accident'.

During 2024-2025 we consolidated our brief for the services of a carbon consultant in readiness for tendering. During 2025-2026 we will capture relevant data and determine our baseline carbon emissions before setting in train a carbon reduction plan with targets. This will be developed between the Carbon Emissions consultant and a new staff group, or Green Group, who will become champions for environmental sustainability within CCT.

### Churchyards

We have around 70 churchyards in our collection. Our churchyard policy is particularly focused on conservation of wildlife and the natural landscape and has been adopted across all our vested churchyards. In some urban places, our churchyards are one of the key green spaces remaining. We are proud of our part in the pioneering *Bats in Churches* project which made the case for the ecological and wildlife value of our collection and we are now working with those project partners to develop a further environmental project, *Nature in Sacred Places* or NISP. The project vision is accessible, healthy, green spaces where everyone feels welcome to hone their skills, develop their interests, or enjoy a quiet moment, where differences in faith, culture, and access needs are met, and diverse people meet together to share in the beauty of England's natural and built heritage.



*Images: the churchyard at St George's Church, Portland, Dorset, where volunteers partnered with Dorset Wildlife Trust on their recent churchyard maintenance project (CCT).*

### Wildlife Management

As part of all our projects we commission surveys and monitoring work to ensure that protected species such as bats and birds are not adversely affected by repair and conservation works. We include mitigation and enhancement schemes where needed in all our projects. We use our family activities to raise awareness of bats, lichens, moss, decline of the hare population, churchyard wildflowers and foraging. We continue to support volunteers in caring for our sites for the benefit of nature.



*Community Bat cleaning event which was followed by a bat walk at St Mary's Church, Wiggenhall, Norfolk (CCT)*

## **Conservation Repair, Maintenance and Craft / Heritage Skills**

The team's annual maintenance and repair programmes are delivered through frameworks of local contractors and, as much as possible, local consultants and specialist conservators. Sustaining heritage craft skills is key to the sustainability of historic buildings; without the skills to repair them they are liable to require greater invention (with a larger carbon footprint) or fall into disrepair and be threatened with loss. We have been delighted to welcome Historic England's Heritage *Building Skills Programme Summer School* at St John's church in Lancaster, as touched on elsewhere in this report.

CCT is looking to develop a vulnerability map of the estate, that is how each church might be affected by changing patterns in the climate, from which we can then identify any remedial measures. We are progressing with a broad and light touch review in conjunction with the instruction of the periodic condition reports, and with more in-depth assessments as pilot cases which will inform the development of a risk matrix.

This year Historic England awarded us a grant for condition reports at four churches with historic wall paintings focusing on the potential effects of climate change. We have also undertaken climate impact assessments for the three potential vesting cases, specifically future climate projections for the sites and the impact this may have on fabric condition, decay, and maintenance requirements if vested.

## 9. FINANCIAL REPORT

### Income

In the year ending 31 March 2025, overall income stood at £12 million, 2% down on the £12.3 million received in 2023-2024. This mainly reflected a reduction in the level of legacies received, alongside an increase of the recovery from Listed Places of Worship Grant Scheme in the year.

Grant-in-Aid from DCMS and the Church Commissioners provided £4.6 million, equivalent to 38% of income (2023-2024: £4.9 million, 41%), with the reduction down to the additional money received last year in relation to three specific churches from the church commissioners proceeds of sale fund.

Non-statutory grant income increased by 16.67% to £4.9 million from £4.2 million. This figure comprises grants from trusts and foundations for specific projects. Grants are recognised in our accounts under charity SORP accounting rules and the CCT moves into 2024-2025 with a healthy pipeline of externally funded projects. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs, showed an increase to £516k from £370k, reflecting an increase in eligible repairs carried out in 2024-2025.

Donations overall increased to £725,000 compared to prior year (2023-2024: £703,000). Unrestricted donations were higher at £527,000 (2023-2024: £371,000).

Legacies brought in £427,000 in the year, down from £1,222,000 in 2023-2024. Of this total, £401,000 was unrestricted income (down from £1,128,000 in 2023-2024).

Earned income increased by £33,000 (4.1%) to £820,000 (2023-2024: £787,000). Of this total, £803,000 was unrestricted, up from £776,000 in 2023-2024. The main driver for this increase was a slight increase in consultancy income from £32,000 in 2023-2024 to £49,000 in 2024-2025 driven from repairs consultancy and an increase in income from events in CCT churches.

Total Group unrestricted donations and earned income increased to £1.3million from £1.2 million in 2023-2024. These results include income generated via the CCT's trading subsidiary.

### Expenditure

At £7.5 million, 'Church repairs and maintenance' continues to be the main call on our funds. This is a small decrease on the previous year figure of £8 million, but this is due to the completion of some projects in the previous year.

£3.2 million (2023-2024: £3 million) was spent on 'Supporting volunteers and communities, keeping churches open' and £1.4 million (2023-2024: £1.2m) 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.

The Trustees consider £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.

The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

### *Restricted Reserves*

Although the CCT's total reserves at 31 March 2025 are shown as £2.3 million (2023-2024: £2.2 million) on the Statement of Financial Position, all but £1,030,585 (2023-2024: £834,774) 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'. "As at 31 March 2025, the CCT had free reserves of unrestricted funds, less the carrying value of fixed assets, of £1,030,585 (2023/24: £834,774).

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 recent rise in contractor and material costs within the heritage sector.

## **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 and in turn is reviewed by the Finance and Audit Committee.

## **Register of Interests**

The CCT maintains a register of Trustees' interests which is available for inspection at the CCT's offices on application to the Chief Executive.

## **Registered Office**

G41 Vulcan Works, 34-38 Guildhall Road, Northampton NN1 1EW.

## **Remuneration of Senior Managers**

Accrued pension benefits for directors are not included for 2024-2025 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. 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 the Department for Culture, Media and Sport has designated the Chief Executive of The Churches Conservation Trust as the Accounting Officer for the CCT.

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' Memorandum, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on:



**Elizabeth Peace CBE**  
**Chair of the Trustees**



**Greg Pickup**  
**Accounting Officer**

## 10. 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 is 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 Government Accounting.

### Corporate Governance

The CCT is governed by a board of Trustees, including the Chair. 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*

The Trustees during the year were:

Elizabeth Peace CBE	Chair
Susan Wilkinson OBE	Chair of the Finance and Audit Committee
Sir Simon Jenkins (to January 2025)	
William Donaldson	
Canon Revd Timothy Goode	
Inayat Omarji MBE	
Dr Oliver Cox	
Tanvir Hasan	Chair of the Conservation Committee
Dr Emma Wells (to March 2025)	
Erin Walsh	

The Board delegates some issues to its Finance and Audit Committee and Conservation 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 2025, 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 77% (2023-2024 93%).

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: Sue Wilkinson (Chair), William Donaldson, Erin Walsh, Elizabeth Peace and one external co-optee, 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 and receives reports from management and the internal and external auditors on key risk areas. It also approves the final accounts subject to signing 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 Sir Simon Jenkins as well as five relevant experts and senior representatives of other conservation organisations co-optees: Alec Forshaw, David Heath, Jeffrey West, Mal Fryer and Matthew Slocombe. It reviews conservation work and helps the charity to consider the risks associated with the management of a large historic estate.

### *Highlights of Board Reports*

During the year, the Board of Trustees approved: updated KPIs; the 2024 annual report and accounts; and expenditure on a number of repair projects. The Board also approved the annual Health and Safety report, and the plan and budget for 2025-2026. 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 Chief Executive has a senior management team comprising a deputy chief executive and two other 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 senior management team 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. One concern was raised in the management letter of 2023-2024 which was addressed during the year 2024-2025, which provided the CCT with additional comfort over its internal controls. The CCT's has entered into a three-year internal audit agreement agreeing the forthcoming 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 2025 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 2024-2025 a 2.5% pay increase was paid to staff (2023-2024: 5%). All pay awards are subject to Trustee approval.

## Gender Pay Gap

At 31 March 2025 the CCT had a mean gender pay gap of 13% in favour of male employees (March 2024: 3%). The median figure was 3% in favour of female employees (March 2024: 3% in favour of female employees). CCT's gender pay gap is lower than the national ONS average of 13.1% median for all employees (full-time and part-time) as of April 2024.

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

	Women	Men	Total	2025 % Women in Quartile	2024: % Women in Quartile
Top Quartile	8	12	20	40%	57%
Upper Middle Quartile	16	4	20	80%	71%
Lower Middle Quartile	16	4	20	80%	73%
Lower Quartile	15	5	20	75%	50%
<b>Total</b>	<b>55</b>	<b>25</b>	<b>80</b>	<b>63%</b>	<b>63%</b>

## Senior management remuneration

As at 31 March 2025, the highest paid director was paid in the £80,000 to £90,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £30,457, was 2.8 (2023-2024: 3.5). The senior management team is defined as the directors of the CCT, and comprises the following roles: Chief Executive, Deputy Chief Executive/Director of Conservation, Director of Finance and Commercial, Director of Operations and Interim Head of Communications and Fundraising. The total remuneration of senior management was £554,144 (2023-2024: £432,136).

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.

## Civil Service compensation scheme exit packages

Exit Package Cost Band	2024-2025		2023-2024	
	Number of compulsory redundancies	Number of other departures agreed	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	2	0	0
£10,000 - £25,000	0	3	0	0
£25,000 - £50,000	0	3	0	0
£50,000 - £100,000	0	0	0	0
<b>Total</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>

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.

## *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. The total number of employees who were relevant union officials during 2024-2025 was zero (2023-2024 : zero). As such zero time and zero remuneration was spent on facility time during the year (2023-2024 : zero).

## **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 prioritise 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*

The CCT is committed to the highest standards of accountability and transparency. A whistleblowing policy is in place that encourages staff to raise issues. Various reporting mechanisms are in place for staff as detailed in our policies.

### *Information Management*

CCT is registered with the Information Commissioner's Office. CCT suffered no significant protected personal data incidents during 2024-2025 (2023-2024: 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 2024-2025 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 293 days (2023-2024: 306), an average of 3.7 days (2023-2024: 3.7 Days) per staff member. These figures exclude long term sickness. If long term absences are included, the total rises to 737 days (2023-2024: 873 days).

### *Consultancy and Contingent Labour Spend Disclosure*

During the year-ending 31 March 2025, £127,082 (2023-2024: £188,732) was spent on consultancy. £155,241 (2023-2024: £76,169) 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 2025, 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.

Risk management is an on-going process and will continue to be integral to strategic and operational planning and to the delivery of the objectives and targets of CCT. Risk management practice and procedure will also continue to be reviewed and developed to ensure effective control, good management and accountability. No significant control issues arose during the year.



**Greg Pickup**  
**Accounting Officer and Chief Executive**

# 11. Independent auditor's report to the trustees of Churches Conservation Trust

## Opinion

We have audited the financial statements of The Churches Conservation Trust (the 'parent charity') for the year ended 31 March 2025 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 2025 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 19, 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](http://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.

Date: 26 June 2025

*N J Wakefield*

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

## 12. FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2025	Total 2024
Notes	£	£	£	£	£
<b>INCOME</b>					
Donations & Legacies	928,638	223,432		<b>1,152,070</b>	1,925,884
Income from Charitable Activities	6,010,999	3,973,019		<b>9,984,018</b>	9,501,661
Income from Investments	22,140	58,247		<b>80,387</b>	56,327
Other Trading Activities	803,518	16,473		<b>819,991</b>	787,372
<b>TOTAL INCOME</b>	<b>7,765,295</b>	<b>4,271,171</b>		<b>12,036,466</b>	<b>12,271,244</b>
<b>Expenditure on Raising Funds</b>					
Fundraising and Communications	(1,273,539)	(144,341)		<b>(1,417,880)</b>	<b>(1,242,992)</b>
<b>Expenditure on charitable activities</b>					
Church Repairs and Maintenance	(3,443,396)	(4,011,146)	-	<b>(7,454,542)</b>	<b>(7,983,343)</b>
Keeping Churches Open	(2,852,549)	(329,281)	-	<b>(3,181,830)</b>	<b>(3,009,510)</b>
Total charitable activities	(6,295,945)	(4,340,427)	-	<b>(10,636,372)</b>	<b>(10,992,853)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (7,569,484)</b>	<b>(4,484,768)</b>	-	<b>(12,054,252)</b>	<b>(12,235,845)</b>
<b>Net income / (expenditure)</b>	195,811	(213,597)	-	<b>(17,786)</b>	<b>35,399</b>
<b>Other recognised gains and losses</b>					
Unrealised losses	7 -	-	(694)	<b>(694)</b>	<b>(2,604)</b>
<b>Net movement in funds</b>	195,811	(213,597)	(694)	<b>(18,480)</b>	<b>32,795</b>
Balances brought forward at 1 April 2024	<b>834,774</b>	<b>909,139</b>	<b>557,157</b>	<b>2,301,070</b>	<b>2,268,275</b>
<b>Balances carried forward at 31 March 2025</b>	<b>1,030,585</b>	<b>695,542</b>	<b>556,463</b>	<b>2,282,590</b>	<b>2,301,070</b>

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

The Entity has taken exemption from presenting its unconsolidated Statement of Financial Activities under section 408 of the companies Act 2006.

The notes to the Financial Statements are on pages 33-46.

**STATEMENTS OF FINANCIAL POSITION  
AS AT 31 MARCH 2025**

		Group	Charity	Group	Charity
		2025	2025	2024	2024
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	<b>6</b>	29,446	-	-	-
Investment in Subsidiary		-	1	-	1
Fixed assets investments	<b>7</b>	377,292	377,292	377,986	377,986
		<b>406,738</b>	<b>377,293</b>	377,986	377,987
<b>CURRENT ASSETS</b>					
Debtors	<b>8</b>	1,702,725	1,797,134	2,085,672	2,103,496
Cash at bank and in hand		2,794,798	2,751,445	1,947,456	1,814,939
		<b>4,497,523</b>	<b>4,548,579</b>	4,033,128	3,918,435
<b>Creditors</b>					
Amounts falling due within one year:	<b>9</b>	(2,621,671)	(2,614,232)	(2,110,044)	(2,067,885)
<b>NET CURRENT ASSETS</b>		1,875,852	1,934,347	1,923,084	1,850,550
<b>NET ASSETS</b>	<b>10</b>	<b>2,282,590</b>	<b>2,311,640</b>	<b>2,301,070</b>	<b>2,228,537</b>
<b>FUNDS</b>					
Endowment funds	<b>10</b>	556,463	556,463	557,157	557,157
Income funds (Unrestricted)	<b>10</b>	1,030,585	952,585	834,774	762,241
Income funds (Restricted)	<b>10</b>	695,542	802,592	909,139	909,139
		<b>2,282,590</b>	<b>2,311,640</b>	<b>2,301,070</b>	<b>2,228,537</b>

Approved and authorised for issue by the Trustees on: 26 June 2025

Signed on their behalf by:



**Liz Peace**  
**Chair of the Trustees**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDING 31 MARCH 2025**

	2025	2024
	£	£
<b>Cash (Outflow)/Inflow from operating activities</b>		
Net (Expenditure)/Income	(17,786)	35,399
Adjustments for:		
Investment Income	(80,387)	(56,327)
Trade and other receivables	382,947	(233,892)
Trade and other payables	511,627	269,777
<b>Net cash inflow from operating activities</b>	<b>796,401</b>	<b>14,957</b>
<b>Cash flows from investing activities</b>		
Purchase of Tangible Fixed Asset	(29,446)	
Interest received	80,387	56,327
<b>Net increase in cash and cash equivalents</b>	<b>847,342</b>	<b>71,284</b>
Balance as at 1 April	1,947,456	1,876,172
Balance as at 31 March	2,794,798	1,947,456

# NOTES TO THE ACCOUNTS

## 1.

### (a) Accounting Policies

The CCT is a Public Benefit Entity and is limited by guarantee. 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 2025. 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 £2,997,002 (2023-2024: £2,955,000) and a grant from the Church Commissioners amounting to £1,600,000 (2023-2024: £1,950,000). 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.

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 account for the tangible fixed assets by modified historic cost accounting 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 (2023-2024: 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**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. The defined benefit schemes 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. In respect of the defined contribution schemes, the CCT recognises the contributions payable for the year.

**(K) Termination Payments**

The company recognizes termination benefits as an expense in profit or loss when it is demonstrably committed to terminating the employment of one or more employees and has no realistic possibility of withdrawing that commitment.

**(I) 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 2025 and have agreed detailed budgets for the year ended 31 July 2025. 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. Comparative SOFA 2023-2024

	Unrestricted Funds	Restricted Funds	Endowment Funds	<b>Total 2024</b>
Notes	£	£	£	£
<b>INCOME</b>				
Donations & Legacies	1,499,454	426,430	-	<b>1,925,884</b>
Income from Charitable Activities	5,755,364	3,746,297	-	<b>9,501,661</b>
Income from Investments	15,287	41,040	-	<b>56,327</b>
Other Trading Activities	776,273	11,099	-	<b>787,372</b>
<b>TOTAL INCOME</b>	<b>8,046,378</b>	<b>4,224,866</b>	<b>-</b>	<b>12,271,244</b>
<b>Expenditure on Raising Funds</b>				
Fundraising and Communications	(1,087,799)	(155,193)	-	<b>(1,242,992)</b>
<b>Expenditure on charitable activities</b>				
Church Repairs and Maintenance	(4,404,145)	(3,579,198)	-	<b>(7,983,343)</b>
Keeping Churches Open	(2,703,114)	(306,396)	-	<b>(3,009,510)</b>
Total charitable activities	(7,107,259)	(3,885,594)	-	<b>(10,992,853)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (8,195,058)</b>	<b>(4,040,787)</b>	<b>-</b>	<b>(12,235,845)</b>
<b>Net income/(expenditure)</b>	(148,680)	184,079	-	<b>35,399</b>
<b>Other recognised gains and losses</b>				
Unrealised (loss) on investments	7 -	-	(2,604)	<b>(2,604)</b>
<b>Net movement in funds</b>	(148,680)	184,079	(2,604)	<b>32,795</b>
Balances brought forward at 1 April 2023	<b>983,454</b>	<b>725,060</b>	<b>559,761</b>	<b>2,268,275</b>
<b>Balances carried forward at 31 March 2024</b>	<b>834,774</b>	<b>909,139</b>	<b>557,157</b>	<b>2,301,070</b>

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 £	2025 Total £	2024 Total £
<b>Expenditure on Raising Funds</b>					
Fundraising and communications	850,058	141,904	425,918	<b>1,417,880</b>	<b>1,242,992</b>
<b>Expenditure on Charitable Activities</b>					
Church repairs and maintenance	1,112,325	5,666,450	675,767	<b>7,454,542</b>	<b>7,983,343</b>
Keeping churches open	1,748,191	474,911	958,728	<b>3,181,830</b>	<b>3,009,510</b>
<b>Total Charitable Activities</b>	<b>2,860,516</b>	<b>6,141,361</b>	<b>1,634,495</b>	<b>10,636,372</b>	<b>10,992,853</b>
<b>TOTAL EXPENDITURE</b>	<b>3,710,574</b>	<b>6,283,265</b>	<b>2,060,413</b>	<b>12,054,252</b>	<b>12,235,845</b>

The church repairs and maintenance figure above includes a transfer of £0.3m (2023-2024: £1.5m) 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 £33,881, including £6,736 in relation to tax advice (2023-2024: £37,580, including £5,940 tax advice)

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint. £	Keeping churches open £	2025 Total £	2024 Total £
Staff costs	182,389	289,381	410,552	<b>882,322</b>	<b>828,081</b>
Office costs	80,980	128,484	182,283	<b>391,747</b>	<b>380,857</b>
Communications	11,935	18,935	26,866	<b>57,736</b>	<b>75,674</b>
IT costs	107,553	170,646	242,100	<b>520,299</b>	<b>346,516</b>
Professional consultancy	23,087	36,631	51,969	<b>111,687</b>	<b>178,278</b>
Governance	19,973	31,689	44,958	<b>96,620</b>	<b>56,599</b>
	<b>425,917</b>	<b>675,766</b>	<b>958,728</b>	<b>2,060,411</b>	<b>1,866,005</b>

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

## 4. Salaries, Employment Costs and Expenses

	<b>2025 Total £</b>	2024 Total £
Gross salaries	2,951,844	2,901,802
Social security costs	281,191	280,867
Pension costs	761,125	753,306
Travel expenses	222,336	239,876
Staff training	36,158	49,462
Recruitment costs	48,420	41,523
Restructuring Costs	254,398	
Staff admin costs	35,285	57,562
	<b>4,590,757</b>	<b>4,324,398</b>
Number of employees as at 31 March	<b>79</b>	<b>86</b>

As at 31 March five employees (2023-2024: four) earned over £60,000. Total remuneration for the senior management team in 2024-2025 was £554,144 (2023-2024: £432,166). The total number of employees on 31 March 2025 was 79 (FTE of 72) which includes 14 employees on fixed term contracts (2023-2024: 14). There were two interim agency worker (2023-2024: one).

The Trustees neither received nor waived any emoluments during the year (2023-2024: nil). Two Trustees (2023-2024: one) received reimbursements of £356 (2023-2024: £313). Unclaimed Trustee expenses for the year are estimated at £2,000 (2023/2024: £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 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2024-2025, employers’ contributions of £741,447 were payable to the PCSPS (2023-2024 £727,693) 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 2024-2025 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 £18,893 (2023-2024 £21,002) 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 £785 (2023-2024 £4,611), 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](http://www.civilservicepensionscheme.org.uk)

## 6. Tangible Fixed Assets

<b>GROUP COST</b>	Furniture & Equipment	<b>Total</b>
	£	£
As at 1 April 2024	-	-
Additions	29,446	<b>29,446</b>
<b>Cost Carried Forward 31 March 2025</b>	<b>29,446</b>	<b>29,446</b>
<b>DEPRECIATION</b>		
Depreciation as at 1 April 2024	-	-
Depreciation charge for the year	-	-
As at 31 March 2025	-	-
<b>NET BOOK VALUE</b>		
<b>At 31 March 2025</b>	<b>29,446</b>	<b>29,446</b>
<b>At 31 March 2024</b>	-	-

## 7. Fixed Asset Investments

<b>GROUP</b>	Permanent Endowment Funds	Total Funds
	£	£
At 1 April 2024	377,986	380,590
Net unrealised (loss) on revaluation	(694)	(2,604)
<b>At 31 March 2025</b>	<b>377,292</b>	<b>377,986</b>
Historic cost at 31 March 2025	348,893	348,893

The unrealised loss is calculated as a result of CCT's annual revaluation of its asset

## 8. Debtors

All amounts fall due within one year.	2025		2024	
	Group	Charity	Group	Charity
	£	£	£	£
Listed Places of Worship Grant Scheme	130,346	130,346	96,890	96,890
Grant receipts due from other Grant Giving Bodies	1,271,756	1,068,773	1,370,494	1,005,525
Intercompany debtors	-	376,443	-	433,000
Other debtors, prepayments and Accrued Income	300,623	221,572	618,288	568,081
	<b>1,702,725</b>	<b>1,797,134</b>	<b>2,085,672</b>	<b>2,103,496</b>

## 9. Creditors

Amounts falling due within one year.

	2025		2024	
	Group	Charity	Group	Charity
	£	£	£	£
Trade creditors	235,988	203,239	265,552	232,398
Accruals and deferred income	170,095	97,099	89,992	80,987
Grant payment due to Other Grant Giving Bodies	1,779,563	1,779,563	1,478,480	1,478,480
Intercompany creditors	-	131,485	-	-
Other creditors	436,025	402,846	276,020	276,020
	<b>2,621,671</b>	<b>2,614,232</b>	<b>2,110,044</b>	<b>2,067,885</b>

The CCT paid 99.5% of supplier invoices within 30 days of receipt.

## 10. Funds

GROUP	Balance as at	Income	Expenditure	Unrealised loss on investments	Balance as at
	1 April 2024				31 March 2025
	£	£	£	£	£
Unrestricted funds	<b>834,774</b>	7,765,295	7,569,484	-	<b>1,030,585</b>
Restricted funds	<b>909,139</b>	4,271,171	4,484,768	-	<b>695,542</b>
Permanent Endowment	<b>377,986</b>	-	-	(694)	<b>377,292</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>2,301,070</b>	<b>12,036,466</b>	<b>12,054,252</b>	<b>(694)</b>	<b>2,282,590</b>

CHARITY	Balance as at	Income	Expenditure	Unrealised loss on investments	Balance as at
	1 April 2024				31 March 2025
	£	£	£	£	£
Unrestricted funds	<b>762,241</b>	7,590,160	7,399,816	-	<b>952,585</b>
Restricted funds	<b>909,139</b>	2,723,938	2,830,485	-	<b>802,592</b>
Permanent Endowment	<b>377,986</b>	-	-	(694)	<b>377,292</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>2,228,537</b>	<b>10,314,098</b>	<b>10,230,301</b>	<b>(694)</b>	<b>2,311,640</b>

**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 2025 relate to: Starchley St James; Norwich St Laurence; York Holy Trinity; Saintbury St Nicholas’

## 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 2024-2025:** NIL

**Disposals in 2024-2025:** NIL

### Five year summary of heritage asset transactions

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

	2024-2025	2023-24	2022-23	2021-22	2020-21
Churches vested in the CCT	357	357	357	356	356
New Vestings	0	0	1	0	0
Disposals	-	-	-	-	-

## 12. Operating Lease Commitments

The commitment in respect of operating leases were:

	2025	2024
	£	£
<b>Leases expiring under one year:</b>		
Land and Buildings	<b>88,142</b>	<b>78,636</b>
	<b>88,142</b>	<b>78,636</b>

Lease payments for Land and Buildings amounting to £88,142 were made in the year (2023-2024 £78,636).

## 13. Repair Commitments

At 31 March 2025 CCT had contracted for the following repair projects:

	2025	2024
	£	£
2024-2025 Programme	<b>124,792</b>	<b>880,927</b>

At 31 March 2025, Trustees had approved an overall CCT budget expenditure totalling £9.1 million (March 2024: £10.9 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2025.

## 14. Net Assets

<b>GROUP</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2025 Total £</b>	<b>2024 Total £</b>
Tangible fixed assets	29,446	-	-	<b>29,446</b>	-
Investments	-	-	400,788	<b>400,788</b>	<b>377,986</b>
Cash	3,099,860	(484,234)	155,675	<b>2,771,301</b>	<b>1,947,456</b>
(creditors) less debtors	(2,098,721)	1,179,776	-	<b>(918,945)</b>	<b>(24,372)</b>
<b>Total</b>	<b>1,030,585</b>	<b>695,542</b>	<b>556,463</b>	<b>2,282,590</b>	<b>2,301,070</b>

<b>CHARITY</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2025 Total £</b>	<b>2024 Total £</b>
Investments	1	-	400,788	<b>400,789</b>	<b>377,987</b>
Cash	2,779,653	(207,379)	155,675	<b>2,727,949</b>	<b>1,814,939</b>
(creditors) less debtors	(1,827,069)	1,009,971	-	<b>(817,098)</b>	<b>35,611</b>
<b>Total</b>	<b>952,585</b>	<b>802,592</b>	<b>556,463</b>	<b>2,311,640</b>	<b>2,228,537</b>

## 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 2,447 individuals who support the organisation's work and participate in training, consultation and conferences. This decrease from 2,777 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 97,880 hours, this is based on an average of 40 hours per volunteer. If we were to value those hours at £11.44 per hour (national minimum wage for over 23s), the economic worth of the work they did for the year-ended 31 March 2025 amounted to £1,119,747 (2023-2024: £1,157,454).

## 16. Trading Subsidiary

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (company number 08125965). Registered office: Unit G41 Vulcan Works, 34-38 Guildhall Road, Northampton NN1 1EW. Summary results are included below.

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	1,952,134	1,791,377
Cost of Sales	(1,930,972)	(1,710,345)
Overhead costs	(19,779)	(15,140)
Interest Payable	(37,067)	-
(Loss) / Profit	<b>(35,684)</b>	<b>65,892</b>
Tax		
Reserves movement	(65,892)	(58,546)
Operating (Loss) / Profit	<b>(101,576)</b>	<b>7,346</b>

	<b>2025</b>	<b>2024</b>
Tangible Fixed Assets	<b>29,446</b>	
Current Assets	<b>456,880</b>	<b>617,680</b>
Creditors	<b>(515,369)</b>	<b>(545,147)</b>
Net (Liabilities)/Assets	<b>(29,043)</b>	<b>72,533</b>
Profit and Loss account	<b>(29,044)</b>	<b>72,532</b>
Share Capital	<b>1</b>	<b>1</b>
Total Shareholder's funds	<b>(29,043)</b>	<b>72,533</b>

## **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), established during 2012-2013, and shares a minority of its Trustees with the CCT. £2 million was received from Churches Conservation in 2024-2025 (2023-2024: £0.8 million). A transfer of £0.3 million was paid to Churches Conservation in 2024-2025 (2023-2024: £1.2 million).

As at 31 March 2025, CCT had a creditor balance of £1.8 million (£1.5 million at 31 March 2024) and a debtor balance of £0.8 million (£0.8 million at 31 March 2024) 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.

Income of £65,892 was received from CCTEL in 2024-2025 (2023-2024: £118,152).

As at 31 March 2025, CCT had a debtor balance of £376,443 due from CCTEL (2023-2024: 433,000) and a creditor balance due to CCTEL of £131,485 (2023-2024 NIL).

## **18. Post balance sheet events**

None.

## **19. 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

### **Vice Presidents**

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

### **The Trust's Key Sponsors**

The Church Commissioners of the Church of England  
The Department for Culture, Media and Sport

### **Corporate Partners**

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Adrian Clark  
Tim Clarke  
Christopher Claxton Stevens FSA  
Stephen Dawson and Tom Peers  
William Donaldson

Judith Donovan CBE  
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John Goodall  
Gill Graham

Chris Kenny  
Mark Kirby  
Christopher Knight  
Jenny Meegan  
Colin and Brenda Soden  
Michael Walker  
Miranda Wilson

## **Donors**

The late Dr John and Lucia Annear  
John and Audrey Barkshire  
Ned and Neva Asplundh  
Derek W Bond  
Gary Boom  
William Dove  
Michael Fowle CBE FCA  
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Arthur Nicholas Hall  
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Richard Moyse  
John Osborn CBE  
Dr Anthony Pretlove  
Robert and Claire Stacey  
Richard Stone  
Anthony Wood  
Ann Wilks

## **Trusts, Foundations and Organisations**

Bartleet Family Fund  
Department for Education  
Earl Mawby Trust  
Enterprise Mobility  
Graham Child Charitable Trust  
H L Jenkyns Charitable Trust  
Historic England  
Marsh Charitable Trust  
National Lottery Heritage Fund  
Paul Unwin and Adrian Chapman, The Friends of St -John, Parson Drove  
Swire Charitable Trust  
The Benefact Trust

The Friends of St Botolphs Church, Botolphs  
The Friends of St Mary's Church, Bungay  
The Friends of St Mary's Church, Burham  
The Friends of St Mary's Church, Higham  
The Friends of St Nicholas Chapel, King's Lynn  
The Friends of St Peter's Church, Hockwold  
The Jack Patson Charitable Trust  
The Loppylugs & Barbara Morrison Charitable Trust  
The McCorquodale Charitable Trust  
The P F Charitable Trust  
The WGFJM Charitable Trust  
The Wolton Charitable Trust

## **Pledged gifts in wills**

Gifts in wills play an important and much valued part in supporting the work of the Trust. We would like to thank the following named donors and those who wish to remain anonymous for pledging a gift for the Trust in their wills, including members of our Legacy Giving Group:

Christopher Anderson  
Simon Butt  
Derrick Chivers  
Brian Cook  
Richard Digby Day  
Roberta Dos-Santos  
Steven Fawkes  
David Flemington  
Dr Joan Gaunt  
Alan Gear MBE  
Jackie Gear MBE  
Alison Goodwin  
Richard Haynes  
Rachel Henry  
Keith Herbert  
Miranda Jones  
Mr and Mrs David Liberis  
Alan Mason  
Paul Mollard  
Jack Morton  
John Peverley  
Howard and John Prescott  
Susan Scrase  
Paul and Susan Teal  
Owen Toller  
V. M. van der Lande  
Geoffrey Wood  
Stephen Wright



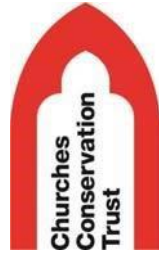
**CHURCHES CONSERVATION TRUST**

England & Wales - Charity number 258612

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# Accounts

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**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2024**

December 2024



# **ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

*Presented to Parliament Pursuant to  
Section 57(21) of the Mission and Pastoral Measure 2011 (2011 No.3)*

December 2024



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The Churches Conservation Trust ('The Trust') is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5m visitors a year. With our help and with your support they are kept open and in use – living once again at the heart of their communities.

Our aims are:

- **Supporting Communities To Use And Love Their Historic Places of Worship.**
- **Sharing Our Skills To Sustain Churches.**

**Promoting The Value Of Our Shared Cultural Heritage**

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# 1. FOREWORD


It is with pleasure that we introduce the 2023-24 Annual Accounts of the Churches Conservation Trust (CCT). Our charity is charged with the care of one of the most important and largest collections of historic buildings in the country, comprising 357 beautiful old churches across England. 2023-24 marks the penultimate year of our current strategy which has focused on supporting communities to love and care for these buildings as well as helping raise funds for their all-important upkeep.

Keeping these precious buildings in good repair but also alive and thriving is a momentous task. We remain incredibly grateful for the support of core funding from the Department for Culture, Media and Sport and the Church of England's commissioners and we are proud that year on year we multiply this thanks to the support of our members, communities, donors and funders, notably the National Lottery Heritage Fund. It is only thanks to this broader support that we can continue to fulfil our mission to not only preserve these buildings as the irreplaceable gems of our nation's heritage that they are, but as spaces that can continue to tell the story of our nation for this generation and beyond as places of community, solace and beauty.

Even with this support, there is still more work to do. In 2023-24 we undertook an estate-wide review of our buildings. Hearteningly, their condition has improved in recent years, however we require many millions more to continue this trajectory, against a sobering backdrop of core funding that hasn't increased in line with inflation and increasing capital costs. This, combined with the threats facing our heritage due to climate change and continued skills shortages mean that we require the support of all those who care about our historic places of worship more than ever.

A perennial issue for us is considering how we can use the expertise we've developed from over half of century of investment from both church and state to help keep churches beyond our own portfolio alive and thriving. We believe that with more funding we could share the skills we've acquired more widely and help keep many more churches open. We look forward to continuing conversations with all our friends and partners in the sector about how we might do so.

Despite the continued pressures, we've celebrated some real successes this year; the generosity of our supporters who gave to our "roofs at risk" annual appeal has allowed us to continue to do exactly that. We also celebrated the re-opening of one of the jewels in CCT's crown, the Grade I St Peter's in Sudbury in Suffolk which re-opened as Sudbury Arts Centre. We're proud of an innovative partnership with the brilliant local charity The Bridge, thanks to whom the site is once again a thriving community hub at the heart of this market town and contributing to its wider regeneration.



Liz Peace, Chair  
Date: 02/12/2024



Greg Pickup, Chief Executive  
Date: 02/12/2024

## 2. INTRODUCTION

### Who we are

The Churches Conservation Trust is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5 million visitors a year. With our help and your support they are kept open and in use – living once again at the heart of their communities.

### Constitution

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 principally in Section 57 (21), is: 'the preservation, in the interests of the nation and of the Church of England, of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents so vested.'

### Objectives and Activities

The CCT cares for those parish churches which are of particular historic, architectural or archaeological merit and are vested in the CCT by the Church Commissioners of the Church of England to be conserved for the nation and opened to the public.

### Strategic Aims 2019-25

Our strategy for 2019-2025 is based on three pillars:

#### **1: Supporting communities to use and love their historic places of worship**

For the CCT to best care for our growing collection of historic churches it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives. To deliver this first pillar of our strategy, we created a network of Local Community Officers who work diligently to support communities around CCT churches to use their historic church and raise the funds necessary to keep it in good repair.

#### **2: Sharing our skills to sustain churches**

We continue our work to develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. To date this includes Champing™, our consultancy work as well as developing opportunities to generate income by allowing use of our buildings for activities that generate rental and fee income.

Our Conservation Team support the upkeep of buildings, providing an excellent maintenance service and also working through a prioritised national list of repair projects. This support extends beyond CCT's collection through the maintenance service we offer to other places of worship beyond our own portfolio on a consultancy basis.

#### **3: Promoting the value of our shared cultural heritage**

We continue to be concerned that the future for many historic places of worship continues to appear precarious. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

In order to continue advocating for their value and support we continue to develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society, we deliver a learning programme to explain these complex buildings.

## **DCMS and Church Commissioners Funding Agreement**

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

### 3. REVIEW OF THE YEAR

2023-24 is the penultimate year of our current strategy, during which our attention has been focused on achieving the aims of this strategy whilst making progress on other key projects and initiatives. We have also this year begun thinking about what our direction beyond 2025 might look like, consultation on which will continue throughout 2024-25.

Highlights of the year include:

- completion of works to Sudbury Arts Centre at St Peters and the launch of the centre operated by our partner The Bridge Project, a local social enterprise.
- completion of a detailed review of our estate which shows that we have made significant positive progress on the condition of our estate over recent years.
- capital works progressing at pace to the Old Black Lion adjacent to our Church St Peter's in Northampton. This historic pub will reopen to the public, with CCT's offices above. In addition to making significant savings on our office costs compared to our former London base, crucially it will provide facilities to support the neighbouring Church of St Peters and supercharge activities and events there.
- our trading subsidiary had another year of strong performance, reporting a surplus of £66k against a target of £54k;
- increase in digital audiences, now numbering nearly 65,000 across our social media;
- church-based income once again reaching an all-time high, albeit one that falls short of the stretching pre-pandemic target we had originally set in 2019;

Where we have work to do

- During the course of the strategy our aim was to see an increase in our volunteers who in our annual survey said they felt supported by CCT. This years target was a significant increase to 75%. The 60% reached is still a significant improvement on our baseline however it demonstrates the need to continue with our strategy of working more closely with and listening to our volunteers to ensure that we're able to continue the overall trend through this strategy.
- Communities outside CCT – the original strategy-wide target of 50 was reached very rapidly within the strategic period and the current, updated target of 160 agreed. This year's result of a further 15 communities we've worked with falls short of the level needed to reach the new target. More positively, we continue to work with many communities that were "new" in previous years and would not want to prioritise new groups over these purely for the sake of this KPI target.
- Visitor numbers – along with the rest of the sector we have seen visit numbers increase post-Covid but still persistently lower than we'd hoped based on pre-covid numbers.
- Supporters – we fell short of our 10,000 target however this years figures marks a significant increase and the team are optimistic that the 10,500 for the end of the strategic period remains achievable.
- Major projects – we continue to review how we can continue to build on our legacy of successful major projects that have not only helped us conserve some of the largest repair challenges in our estate, but have also delivered important community impact benefits and pioneered new business models. The challenge to sustain these sites post-funding and continually refine how we develop and deliver projects is one we're excited to take forward during 2024-25 as we consider how we can best deliver conservation, community and commercial impact through our sites in future.

## **4. AIM ONE: Supporting communities to use and love their historic places of worship**

### **Regions**

Our regional teams have worked hard throughout the year to strengthen local relationships, focusing particularly on face-to-face meetings, and holding a growing number of regional gatherings. There has been strong use by communities to host events and activities in their churches, with a good variety including music acts, tribute bands, theatre, fairs and seasonal celebrations.

The church plan continues to be a significant tool for engagement, even where there is no obvious community associated with a church. We continue to use the plans as a mechanism for ongoing conversations with existing and new community members.

Our annual community and volunteer awards took place in June with continued support from the Marsh Trust. The date was moved to coincide with National Volunteers' Week. The Community Engagement and Volunteering Manager is working hard to strengthen our processes and policies for volunteers and communities now and in the future, ensuring we are doing our utmost to support our brilliant, long-standing volunteers.

### **Fundraising and Membership**

Fundraising activities continue to perform well, demonstrated by a continued growth in supporters and associated income. Our 2023-24 Annual Appeal *Roofs at Risk* was launched on 25 June, and we have received £49,000 to date excluding gift aid.

Our Church Based Membership offer finished the year with 112 members electing to designate a portion of their membership subscription to a specific and often favourite church. Our higher-level members and donors were invited to join our annual trustee tour in the North region, which took place in May. We also continue to steward our major donors, giving bespoke thanks for their generosity and loyal support, dependent upon their interests. The legacy income pipeline is in an excellent position, with 68 known members of the Legacy Giving Group who have pledged a gift in their will to CCT. With trusts and foundations, at smaller levels we saw good returns with grants of £1,000 to £1,500 at several churches and there remains a healthy pipeline of applications for a range of projects for 2024/25, using the small repairs list and the churches identified as having the greatest repair needs from our repair liability report.

### **Conservation**

Completion of the second tranche of Heritage Stimulus Fund (HSF) supported projects in full means that the majority of our Top 15 urgent repair priorities as set out at the start of the strategic period have been successfully delivered. A new Top 15 has been developed in consultation with the regional teams although the focus for both conservation and regional staff for the remainder of the strategic period is delivering several community initiatives.

A small repairs list has also now been developed, gathering projects that due to their size do not meet the criteria of the top 15 list but are beyond the scope of the maintenance programme; projects that if not carried out in a timely fashion are likely to become the large repair liabilities of the future. The team continue to work with fundraising and regional colleagues to find funding opportunities.

This years' maintenance programme had a particular focus on meeting legal and regulatory compliance across the estate using additional funds received at the start of the strategy period from the Church Commissioners. North Hill, St Torney in Cornwall was vested at the start of the year and phase I repairs are currently underway to repair external stonework, rainwater goods and roofs, as well as grout the tower.

## Regeneration

Our major project at St Peter's in Sudbury completed this year, with the newly re-opened Church re-opening in partnership with local charity The Bridge Project as Sudbury Arts Centre. The site welcomed over 12,000 visitors in its first 3 months of opening and has since won the Conservation Project of the Year award at the Museums and Heritage awards.



Work to progress with plans at St John's in Lancaster have continued and we were delighted to be chosen to host Historic England's summer school programme which will enable the most urgent works to the roof to progress over the summer of 2024.

## Finance and ICT

The Finance team continue to support the organisation through cross organisational projects, particularly the Old Black Lion in Northampton. Additionally work to improve analysis of CCT's income and expenditure is ongoing to provide improved management information to senior management and stakeholders. The team has continued to support the organisation with specific training and advice on financial matters to improve the performance of the trust and work with outside stakeholders to aid the understanding of our performance.

Our organisation-wide **Digital Transformation Programme**, covering five key systems, has continued to progress. We rolled out a new HR system during 2023-24 as well as a phased rollout of Microsoft 365. Work continues on plans for our website and CRM, whilst we also look forward to progressing further on our plans for a new property management system.

Work has continued to ensure our organisation's cyber-security is robust. This has included rollout of a number of new measures ranging from email filters, password management, anti-virus and malware and implementing updated backup and disaster recovery plans.

## **5. AIM TWO: Sharing our skills to sustain churches**

### **Major Footfall Sites**

Our staffing team have established an internal Major Project Governance Board that continues to give operational oversight as well as work on issues that are common to each project.

It has been a challenging time for our major sites as we have worked to recover momentum, activity and income post-covid; a task that has proven particularly challenging in places, with the teams continuing to work hard to control costs and improve income. A major sites review has also been considering the financial sustainability of our major sites and provided some useful learning for future projects in terms of operating and income models.

### **Champing™**

Champing net annual revenue dropped slightly year on year to £87,339 – booking trends being affected by conditions in the wider economy. The longer-term strategy of reducing day-to-day running costs and focussing on revenue growth through work with our non-CCT partner churches is bearing fruit. We welcomed 1,723 guests into 19 different churches over the 2023 season – 8 of these being partner churches, and demand for non-CCT churches to offer Champing is growing significantly. Income from Champing for partner churches averaged about £2,200 per church for the year, providing a useful additional revenue stream for some rural churches. As we move into the 2024-25 season we expect our work with partner churches to grow significantly.

### **Consultancy**

Earned income from consultancy work dropped against the previous year, but margins improved significantly with the introduction of a new full-cost recovery model which ensures that all consultancy work that we do fully reflects the impact on the core organisation of taking on external contracts.

Our maintenance consultancy work with the Quakers provides a good model for future growth of this service, and the wider ongoing research project with the Oxford University Knowledge Transfer Partnership will provide a plan as to how this service might be profitably developed in future.

### **Historic Chapels Trust**

The CCT has continued to support the Historic Chapels Trust (HCT) over the last year, with a newly recruited in-house team providing vital support to the charity in managing its assets and undertaking repairs as part of the Cultural Asset Fund grant programme.

### **Knowledge Transfer Partnership (KTP)**

This year we entered the second year of our Innovate UK supported partnership with Oxford University's Said Business school. This exciting research project is examining the potential of CCT's maintenance consultancy offer to be rolled out more substantively across the sector, to benefit many more places of worship and prevent a build up of maintenance issues resulting in large repair issues that can threaten the future of historic buildings and historic churches in particular. We eagerly await the outcome of this and look forward to sharing more widely what we have learnt during 2024/25. A key outcome of the project has been harnessing the partnership with the business school to embed an enterprising culture within the organisation to make sure we're able to harness the best new ideas that may come forward in future.

## 6. AIM THREE: Promoting the value of our shared cultural heritage

### Communications

The Communications team's efforts have resulted in a strong performance against our digital engagement key performance indicators. They continue to out-perform targets in nearly all areas with the exception being the website, demonstrating the need for the updated website that will be delivered as part of the digital transformation project. X (formerly Twitter) is also less successful, but this follows the national trend and is a less relevant platform to our core audience. Linked In has seen significant growth. The Audience development review has concluded with an action plan to target our existing audiences with better communication and cultivate new audiences. Implementation will take place during 2024, with data cleansing and improved capture being a key output. Digital delivery continued, with monthly member and public lectures, bringing in an external host to support in finding speakers and promote the series.

### Learning and Interpretation

Through funding from the Department for Education via Historic England, we have continued to support the equivalent of three full time **Heritage Learning Officers** who work with schools to bring young people into our church buildings. The programme has now been going for eleven years, allowing us to build relationships with schools, teachers and learning networks, as well as more recently providing popular family learning programmes in our major footfall and large project sites.

The Heritage Learning Officers also provide community engagement and interpretation development at our newly vested churches, with significant work being undertaken in the North and West regions.



## 7. PERFORMANCE AGAINST TARGETS

### Key Performance Indicators

Three Key Performance Indicators across each of our three strategic aims help us to measure progress against these over time. The table below shows progress from the beginning of our strategic period (baseline) and our annual target within this.

Supporting communities to use and love their historic places of worship				
	KPI	Measure	2023/24 Target	2023/24 Actual
1	80% of volunteers and communities around our churches feel supported by the CCT by 2025	Annual volunteer survey.  Baseline: The annual survey provided that 38% of volunteers felt well supported by the CCT	75% of volunteers feel supported by CCT	60% of volunteers feel supported by CCT
2	A further £700k of church based funding is generated every year by 2025.	Church based income. Baseline (2018/19): £492,655	£767,223	£748,067
3	To increase our annual regular maintenance expenditure to over £1m by 2024/25	Amount spent on regular maintenance annually. Baseline (2018/19): £526,559	£704,875	£837,445
4	We will deliver the 15 priority projects by 2024/25	Progress against the project list as agreed by Management and Board of Trustees	Progress against the agreed top 15 list	Original top 15 addressed and new 2nd tier added. Four further projects currently in development.

<b>Sharing our skills to sustain churches</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2023/24 Target</b>	<b>2023/24 Actual</b>
<b>5</b>	Achieve our 5 year commercial target	Progress against the commercial plan to be devised by the Head of Enterprise once appointed	£54,000 surplus	£65,892 surplus
<b>6</b>	Work with 160 communities outside the CCT over a 5 year period. This was increased from 50 as this was readily achieved.	Number of communities worked with as part of consultancy work or partnership working	28	15
<b>Promoting the value of our shared cultural heritage</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2023/24 Target</b>	<b>2023/24 Actual</b>
<b>7</b>	Achieve 2 million annual visitors per year	2018/19 baseline: 1.7m visitors	1.95m visitors	1.79m visitors
<b>8</b>	Grow CCT supporters to 10,000 by 2024/25	Numbers of supporters recorded on CRM 2018/19 baseline: 2,060 members	10,000 supporters	9,491 supporters
<b>9</b>	Grow digital audience by 250% by 2024/25	Baseline: 18,000	58,845	64,936

## 8. SUSTAINABILITY

CCT falls under the de-minimis threshold for formal reporting of this in our annual report and accounts however an update is included below in recognition of the importance of the issue. As we enter the final year of our strategy we will over the next 12 months be reviewing this in more detail and looking at more specific metrics and carbon reduction targets against which to measure future progress.

In a broad sense, we believe that CCT's work contributes to sustainability by seeking to maximise use of existing buildings and structures. Our stewardship of the buildings aims to ensure that problems of decay and redundancy are tackled before they become overwhelming.

### **Energy usage**

During the course of 2023-24 we transferred our energy provider across all our sites to green energy which will make a significant difference to our footprint. In addition many of our churches, not having heating systems, are 'net-zero by accident'.

During 2024-25 we will be undertaking more thorough baselining across our organisation in order to develop a more detailed understanding of how we can further reduce our impact.

### **Churchyards**

We have around 70 churchyards in our collection. Our churchyard policy is particularly focused on conservation of wildlife and the natural landscape and has been adopted across all our vested churchyards. In some urban places, our churchyards are one of the key green spaces remaining. We are proud of our part in the pioneering bats in churches project which made the case for the ecological and wildlife value of our collection.

### **Wildlife Management**

As part of all our projects we commission surveys and monitoring work to ensure that protected species such as bats and birds are not adversely affected by repair and conservation works. We include mitigation and enhancement schemes where needed in all our projects. We use our school and family activities to raise awareness of bats, lichens, moss, decline of the hare population, churchyard wildflowers and foraging. We continue to support volunteers in caring for our sites for the benefit of nature.

### **Conservation Repair and Maintenance**

The team's annual maintenance and repair programmes is delivered through frameworks of local contractors and, as much as possible, local consultants and specialist conservators. The conservation work on the stained glass windows at St Mary's in Shrewsbury will include sustainability plans requiring awareness from contractors of environmentally sustainable design. The conservator carrying out work on the stained glass windows runs his workshop on green technologies, including a heat pump and solar panels. The lead used in his work is recycled and he uses mouthblown handmade glass, as opposed to mass-produced factory materials.

### **Craft / Heritage Skills**

Sustaining heritage craft skills is key to the sustainability of historic buildings; without the skills to repair them they are liable to require greater invention (with a larger carbon footprint) or fall into disrepair and be threatened with loss. We have been delighted to work with Historic England to develop proposals for a craft skills summer school which is due to take place in the summer of 2024 at St John's in Lancaster.



## 9. FINANCIAL REPORT

### Income

In the year ending 31 March 2024, overall income stood at £12.3 million, 24% up on the £9.9 million received in 2022/23. This mainly reflected an increase in the level of legacies received, additional money received from the Church Commissioners in relation to sale proceeds from a church, and the grant funding from NLHF in relation to the Old Black Lion Project, developing a new central office for the Trust in Northampton.

Grant-in-Aid from DCMS and the Church Commissioners provided £4.9 million, equivalent to 41% of income (2022/23: £4.4 million, 44%).

Non-statutory grant income increased by 45% to £4.2 million from £2.9 million. This figure comprises grants from trusts and foundations for specific projects. Grants are recognised in our accounts under charity SORP accounting rules and the CCT moves into 2024/25 with a healthy pipeline of externally-funded projects. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs, showed a small drop from £425,000 to £370,000, reflecting the reduction in eligible repairs carried out in 2023/24

Donations overall increased at £703,000 compared to prior year (2022/23: £595,000). Unrestricted donations were lower at £371,000 (2022/23: £419,000).

Legacies brought in a substantial £1,222,000 in the year, up from £547,000 in 2022/23. Of this total, £1,128,000 was unrestricted income (up from £454,000 in 2022/23).

Earned income dropped by £50,000 (6%) to £787,000 (2022/23: £837,000). Of this total, £776,000 was unrestricted, down from £822,000 in 2022/23. The main driver for this fall was a reduction in consultancy income from £100,000 in 2022/23 to £32,000 in 2023/24 with the Regeneration and Conservation teams using their resources to support the internal major projects.

Total Group unrestricted donations and earned income stayed the same at £1.2million from £1.2 million in 2022/23. These results include income generated via the CCT's trading subsidiary.

### Expenditure

At £7.7 million, 'Church repairs and maintenance' continues to be the main call on our funds. This is an increase on the previous year figure of £5.8 million.

£3 million (2022/23: £2.6m) was spent on 'Supporting volunteers and communities, keeping churches open' and £1.2 million (2022/23: £1.1m) 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.

The Trustees consider £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. The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

### *Restricted Reserves*

Although the CCT's total reserves at 31 March 2024 are shown as £2.2 million (2022/23: £2.2 million) on the Statement of Financial Position, all but £909,000 (2022/23: £983,000) 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'. As at 31 March 2024, the CCT had free reserves of unrestricted funds, less the carrying value of fixed assets, of £909,000 (2022/23: £983,000).

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 recent rise in contractor and material costs within the heritage sector as a whole. 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, Bath Building Society, Nationwide Building Society, Scottish Widows Bank and Virgin Money. 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 and in turn is reviewed by the Finance and Audit Committee.

## **Register of Interests**

The CCT maintains a register of Trustees' interests which is available for inspection at the CCT's offices on application to the Chief Executive.

## **Registered Office**

G41 Vulcan Works, 34-38 Guildhall Road, Northampton NN1 1EW.

## **Remuneration of Senior Managers**

Accrued pension benefits for directors are not included for 2023/24 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 re-appointed 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

## Legal Advisers

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

The CCT is a sponsored body of the Department for Culture, Media and Sport. 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 the Department for Culture, Media and Sport has designated the Chief Executive of The Churches Conservation Trust as the Accounting Officer for the CCT.

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' Memorandum, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on:



**Elizabeth Peace CBE**  
**Chair of the Trustees**

**Date: 02/12/2024**



**Greg Pickup**  
**Accounting Officer**

**Date: 02/12/2024**

## 10. 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 is 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 them in Government Accounting.

### Corporate Governance

The CCT is governed by a board of Trustees, including the Chair. 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*

The Trustees during the year were:

Elizabeth Peace CBE	Chair
Sue Wilkinson	Chair of the Finance and Audit Committee
Sir Simon Jenkins	
William Donaldson	
Canon Revd Tim Goode	
Inayat Omarji	
Dr Oliver Cox	
Tanvir Hasan	Chair of the Conservation Committee
Dr Emma Wells	
Erin Walsh	

The Board delegates some issues to its Finance and Audit Committee, Conservation 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 2024, 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 92.55% (2022/23 95%).

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: Sue Wilkinson (Chair), William Donaldson, Erin Walsh, Elizabeth Peace and one external co-optee, 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 and receives reports from management and the internal and external auditors on key risk areas. It also approves the final accounts subject to signing 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 2 Trustees: Tanvir Hasan (Chair) and Simon Jenkins as well as five relevant experts and senior representatives of other conservation organisations co-optees: Alec Forshaw, David Heath, Jeffrey West, Mal Fryer and Matthew Slocombe. It reviews conservation work and helps the charity to consider the risks associated with the management of a large historic estate.

## *Highlights of Board Reports*

During the year, the Board of Trustees approved: updated KPIs; the 2023 annual report and accounts; and expenditure on a number of repair projects. The Board also approved the annual Health and Safety report, and the plan and budget for 2024/25.

## *Management Structure*

Trustees employ a salaried Chief Executive to manage the organisation and implement the strategic objectives. The Chief Executive has a senior management team comprising a deputy chief executive and two other 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 three-yearly 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 senior management team 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. For 2023/24, no substantive weaknesses were raised (2022/23: zero) which provided the CCT with additional comfort over its internal controls. The CCT's has entered into a three-year internal audit agreement agreeing the forth coming years 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 2024 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 2023/24 a 5% pay increase was paid to staff (2022/23: 5% with a 3% award to eligible senior staff). All pay awards are subject to Trustee approval.

## *Gender Pay Gap*

At 31 March 2024 the CCT had a mean gender pay gap of 3% in favour of male employees (March 2023: 6%). The median figure was 3% in favour of female employees (March 2023: 12%)

in favour of male employees). CCT's gender pay gap is lower than the national ONS average of 14.8% median for all employees (full-time and part-time) as of April 2023.

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

	Women	Men	Total	% Women in Quartile	2023: % Women in Quartile
Top Quartile	12	9	21	57%	60%
Upper Middle Quartile	15	6	21	71%	65%
Lower Middle Quartile	16	6	22	73%	80%
Lower Quartile	11	11	22	50%	62%
<b>Total</b>	<b>54</b>	<b>32</b>	<b>86</b>	<b>63%</b>	<b>67%</b>

### *Senior management remuneration*

As at 31 March 2024, the highest paid director was paid in the £80,000 to £90,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £29,715, was 3.5 (2022/23: 2.5). The senior management team is defined as the directors of the CCT, and comprises the following roles: Chief Executive, Deputy Chief Executive/Director of Conservation, Finance Director and Director of Operations. The total remuneration of senior management was £432,136(2022/23: £365,428).

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.

### *Civil Service compensation scheme exit packages*

Exit Package Cost Band	2023-24		2022-23	
	Number of compulsory redundancies	Number of other departures agreed	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	0	0	0
£10,000 - £25,000	0	0	0	1
£25,000 - £50,000	0	0	0	0
£50,000 - £100,000	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

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.

### *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. The total number of employees who were relevant union officials during 2023/24 was zero (2022/23: zero). As such zero time and zero remuneration was spent on facility time during the year (2022/23: zero).

## **Planning and Budgeting Process**

The senior management team compiles the CCT's business plan and budget on an annual basis. From 2018/19 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 Management Team (SMT).

SMT 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 prioritise 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, 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 Management Team, quarterly by the Finance and Audit Committee and twice yearly by the Board of Trustees.

### *Whistleblowing*

The CCT is committed to the highest standards of accountability and transparency. A whistleblowing policy is in place that encourages staff to raise issues. Various reporting mechanisms are in place for staff as detailed in our policies.

### *Information Management*

The CCT is registered with the Information Commissioner's Office. The CCT suffered no significant protected personal data incidents during 2023/24 (2022/23: 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 2023/24 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 participants.

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 306 days (2022/23: 201), an average of 3.7 days (2022/23: 2.5) per staff member. These figures exclude long term sickness. If long term absences are included, the total rises to 873 days (2022/23: 275 days).

### *Consultancy and Contingent Labour Spend Disclosure*

During the year-ending 31 March 2024, £188,732 (2022/23: £198,460) was spent on consultancy. £76,169 (2022/23: £116,965) 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 2024, the 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 the 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.

Risk management is an on-going process and will continue to be integral to strategic and operational planning and to the delivery of the objectives and targets of the CCT. Risk management practice and procedure will also continue to be reviewed and developed to ensure effective control, good management and accountability. No significant control issues arose during the year.



**Greg Pickup**  
**Accounting Officer and Chief Executive**  
**Date: 02/12/2024**

# 11. INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES

## Opinion

We have audited the financial statements of Churches Conservation Trust (the 'parent charity') for the year ended 31 March 2024 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 2024 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 20, 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;

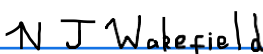
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

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](http://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.

  
[Nicola Wakefield \(Dec 2, 2024 20:35 GMT\)](#)

Nicola Wakefield (Senior Statutory Auditor) for and on behalf of Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor  
2<sup>nd</sup> Floor, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey, SM1 4FS

Date **02/12/2024**

## 12. FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2024	Total 2023
Notes	£	£	£	£	£
<b>INCOME</b>					
Donations & Legacies	1,499,454	426,430		<b>1,925,884</b>	<b>1,142,002</b>
Income from Charitable Activities	5,755,364	3,746,297		<b>9,501,661</b>	<b>7,920,273</b>
Income from Investments	15,287	41,040		<b>56,327</b>	<b>39,566</b>
Other Trading Activities	776,273	11,099		<b>787,372</b>	<b>836,994</b>
<b>TOTAL INCOME</b>	<b>8,046,378</b>	<b>4,224,866</b>		<b>12,271,244</b>	<b>9,938,835</b>
<b>Expenditure on Raising Funds</b>					
Fundraising and Communications	(1,087,799)	(155,193)		<b>(1,242,992)</b>	<b>(1,142,299)</b>
<b>Expenditure on charitable activities</b>					
Church Repairs and Maintenance	(4,404,145)	(3,579,198)	-	<b>(7,983,343)</b>	<b>(5,784,358)</b>
Keeping Churches Open	(2,703,114)	(306,396)	-	<b>(3,009,510)</b>	<b>(2,644,021)</b>
Total charitable activities	(7,107,259)	(3,885,594)	-	<b>(10,992,853)</b>	<b>(8,428,379)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (8,195,058)</b>	<b>(4,040,787)</b>	<b>-</b>	<b>(12,235,845)</b>	<b>(9,570,678)</b>
<b>Net income / (expenditure)</b>	(148,680)	184,079		<b>35,399</b>	<b>368,157</b>
<b>Other recognised gains and losses</b>					
Unrealised losses	8 -	-	(2,604)	<b>(2,604)</b>	<b>(35,437)</b>
<b>Net movement in funds</b>	(148,680)	184,079	(2,604)	<b>32,795</b>	<b>332,720</b>
Balances brought forward at 1 April 2023	<b>983,454</b>	<b>725,060</b>	<b>559,761</b>	<b>2,268,275</b>	<b>1,935,555</b>
<b>Balances carried forward at 31 March 2024</b>	<b>834,774</b>	<b>909,139</b>	<b>557,157</b>	<b>2,301,070</b>	<b>2,268,275</b>

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

The notes to the Financial Statements are on pages 33-47.

**STATEMENTS OF FINANCIAL POSITION  
AS AT 31 MARCH 2024**

		Group	Charity	Group	Charity
		2024	2024	2023	2023
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Intangible fixed assets	<b>6</b>	-	-	-	-
Tangible fixed assets	<b>7</b>	-	-	-	-
Investment in Subsidiary		-	1	-	1
Fixed assets investments	<b>8</b>	377,986	377,986	380,590	380,590
		<b>377,986</b>	<b>377,987</b>	<b>380,590</b>	<b>380,591</b>
<b>CURRENT ASSETS</b>					
Debtors	<b>9</b>	2,085,672	2,103,496	1,851,781	1,774,969
Cash at bank and in hand		1,947,456	1,814,939	1,876,172	1,733,730
		<b>4,033,128</b>	<b>3,918,435</b>	<b>3,727,953</b>	<b>3,508,699</b>
<b>Creditors</b>					
Amounts falling due within one year:	<b>10</b>	(2,110,044)	(2,067,885)	(1,840,268)	(1,686,204)
<b>NET CURRENT ASSETS</b>		1,923,084	1,850,550	1,887,685	1,822,495
<b>NET ASSETS</b>	<b>11</b>	<b>2,301,070</b>	<b>2,228,537</b>	<b>2,268,275</b>	<b>2,203,086</b>
<b>FUNDS</b>					
Endowment funds	<b>11</b>	557,157	557,157	559,761	559,761
Income funds (Unrestricted)	<b>11</b>	834,774	762,241	983,454	918,265
Income funds (Restricted)	<b>11</b>	909,139	909,139	725,060	725,060
		<b>2,301,070</b>	<b>2,228,537</b>	<b>2,268,275</b>	<b>2,203,086</b>

Approved and authorised for issue by the Trustees on:  
Signed on their behalf by:



**Liz Peace**  
**Chair of the Trustees**  
**Date: 02/12/2024**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDING 31 MARCH 2024**

	<b>2024</b>	2023
	<b>£</b>	£
<b>Cash inflow / (outflow) from operating activities</b>		
Net income / (expenditure)	<b>35,399</b>	<b>368,157</b>
Adjustments for:		
Depreciation	-	-
Investment Income	<b>(56,327)</b>	<b>(39,566)</b>
Trade and other receivables	<b>(233,892)</b>	<b>83,324</b>
Trade and other payables	<b>269,777</b>	<b>(655,923)</b>
<b>Net cash inflow/(outflow) from operating activities</b>	<b>14,957</b>	<b>(244,008)</b>
<b>Cash flows from investing activities</b>		
Interest received	<b>56,327</b>	<b>39,566</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>71,284</b>	<b>(204,442)</b>
Balance as at 1 April	<b>1,876,172</b>	<b>2,080,614</b>
Balance as at 31 March	<b>1,947,456</b>	<b>1,876,172</b>

## NOTES TO THE ACCOUNTS

### 1.

#### **(a) Accounting Policies**

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 undertakings, all of which were prepared to 31 March 2024. The trading results of the subsidiary undertakings as shown in note 17 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 £2,955,000 (2022/23: £2,903,000) and a grant from the Church Commissioners amounting to £1,950,000 (2022/23: £1,500,000). 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. The CCT is not registered for VAT and accordingly, expenditure is shown gross 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 the CCT and include the audit fees and costs linked to the strategic management of the 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 the 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 account for the tangible fixed assets by modified historic cost accounting 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) Intangible Fixed Assets**

Intangible fixed assets, intellectual property owned by the CCT, are included. They are capitalised at cost where they exceed a value of £1,000 and are depreciated over an estimated useful life of four years.

**(h) 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.

**(i) Finance and Operating Leases**

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

**(j) Heritage Assets**

The CCT maintains 357 (2022/23: 357) churches in support of the 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 the 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 the CCT and the users of these accounts. As a result, no value is reported for these assets in the 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 12 to the accounts.

**(k) Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. The defined benefit schemes 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. In respect of the defined contribution schemes, the CCT recognises the contributions payable for the year.

**(l) Taxation**

The 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 August 2025 and have agreed detailed budgets for the year ended 31 August 2025. 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 the 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. Comparative SOFA 2022/23**

	Unrestricted Funds	Restricted Funds	Endowment Funds	<b>Total 2023</b>
Notes	£	£	£	£
<b>INCOME</b>				
Donations & Legacies	873,028	268,974	-	<b>1,142,002</b>
Income from Charitable Activities	4,974,771	2,945,502	-	<b>7,920,273</b>
Income from Investments	5,580	33,986	-	<b>39,566</b>
Other Trading Activities	822,078	14,916	-	<b>836,994</b>
<b>TOTAL INCOME</b>	<b>6,675,457</b>	<b>3,263,378</b>	-	<b>9,938,835</b>
<b>Expenditure on Raising Funds</b>				
Fundraising and Communications	(1,043,368)	(98,931)	-	<b>(1,142,299)</b>
<b>Expenditure on charitable activities</b>				
Church Repairs and Maintenance	(3,115,738)	(2,668,620)	-	<b>(5,784,358)</b>
Keeping Churches Open	(2,313,663)	(330,358)	-	<b>(2,644,021)</b>
Total charitable activities	(5,429,401)	(2,998,978)	-	<b>(8,428,379)</b>
<b>TOTAL EXPENDITURE</b>	<b>(6,472,769)</b>	<b>(3,097,909)</b>	-	<b>(9,570,678)</b>
<b>Net income/(expenditure)</b>	202,688	165,469	-	<b>368,157</b>
<b>Other recognised gains and losses</b>				
Unrealised (loss) on investments	-	-	(35,437)	<b>(35,437)</b>
<b>Net movement in funds</b>	202,688	165,469	(35,437)	<b>332,720</b>
Balances brought forward at 1 April 2022	<b>780,766</b>	<b>559,591</b>	<b>595,198</b>	<b>1,935,555</b>
<b>Balances carried forward at 31 March 2023</b>	<b>983,454</b>	<b>725,060</b>	<b>559,761</b>	<b>2,268,275</b>

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 £	<b>2024 Total £</b>	2023 Total £
<b>Expenditure on Raising Funds</b>					
Fundraising and communications	753,157	104,104	385,731	<b>1,242,992</b>	<b>1,142,299</b>
<b>Expenditure on Charitable Activities</b>					
Church repairs and maintenance	1,124,803	6,246,534	612,006	<b>7,983,343</b>	<b>5,784,358</b>
Keeping churches open	1,618,354	522,888	868,268	<b>3,009,510</b>	<b>2,644,021</b>
<b>Total Charitable Activities</b>	<b>2,743,157</b>	<b>6,769,422</b>	<b>1,480,274</b>	<b>10,992,853</b>	<b>8,428,379</b>
<b>TOTAL EXPENDITURE</b>	<b>3,496,314</b>	<b>6,873,526</b>	<b>1,866,005</b>	<b>12,235,845</b>	<b>9,570,678</b>

The church repairs and maintenance figure above includes a transfer of £1.5m (2022/23: £1.0m) 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. The Trustees neither received nor waived any emoluments during the year (2022/23: nil). One Trustee (2022/23: Three) received reimbursements (£313) for travel and subsistence (2022/23: £722). Unclaimed Trustee expenses for the year are estimated at £2,000.

Net income is stated after charging Auditors' Remuneration of £37,580 (2022/23: £23,700)

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint. £	Keeping churches open £	<b>2024 Total £</b>	2023 Total £
Staff costs	171,177	271,591	385,313	<b>828,081</b>	<b>718,140</b>
Office costs	78,729	124,912	177,216	<b>380,857</b>	<b>391,985</b>
Communications	15,643	24,819	35,212	<b>75,674</b>	<b>77,505</b>
IT costs	71,629	113,649	161,238	<b>346,516</b>	<b>348,098</b>
Professional consultancy	36,853	58,471	82,954	<b>178,278</b>	<b>184,957</b>
Governance	11,700	18,564	26,335	<b>56,599</b>	<b>67,763</b>
	<b>385,731</b>	<b>612,006</b>	<b>868,268</b>	<b>1,866,005</b>	<b>1,788,448</b>

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

#### 4. Salaries, Employment Costs and Expenses

	<b>2024 Total £</b>	2023 Total £
Gross salaries	2,901,802	2,480,345
Social security costs	280,867	246,270
Pension costs	753,306	581,985
Travel expenses	239,876	179,044
Staff training	49,462	25,262
Recruitment costs	41,523	30,438
Staff admin costs	57,562	169,331
	<b>4,324,398</b>	<b>3,712,675</b>
Number of employees as at 31 March	<b>86</b>	<b>81</b>

As at 31<sup>st</sup> March four employees (2022/23: six) earned over £60,000. Total remuneration for the senior management team in 2023/24 was £432,136 (2022/23: £365,428). The total number of employees on 31 March 2024 was 86 (FTE of 78) which includes 14 employees on fixed term contracts (2022/23: 22). There was one interim agency worker (2022/23: three).

#### 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 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2023/24, employers’ contributions of £727,693 were payable to the PCSPS (2022/23 £562,925) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

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 2023/24 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 £21,002 (2022/23 £17,454) 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%.

## NOTES TO THE ACCOUNTS

Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £4,611 (2022/23 £1,606), 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](http://www.civilservicepensionscheme.org.uk)

### 6. Intangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Total £
At 1 April 2023 and 31 March 2024	-
<b>DEPRECIATION</b>	
At 1 April 2023 and 31 March 2024	-
<b>NET BOOK VALUE</b>	
<b>At 31 March 2024</b>	-
<b>At 31 March 2023</b>	-

### 7. Tangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Tenants' Improvements £	Furniture & Equipment £	<b>Total £</b>
At 1 April 2023 and 31 March 2024			
<b>DEPRECIATION</b>			
At 1 April 2023 and 31 March 2024			
<b>NET BOOK VALUE</b>			
<b>At 31 March 2024</b>	-	-	-
<b>At 31 March 2023</b>	-	-	-

### 8. Fixed Asset Investments

<b>GROUP AND CHARITY</b>	Permanent Endowment Funds £	Total Funds £
At 1 April 2023	380,590	380,590
Sales		
Purchases		
Movement in cash		
Net unrealised (loss) on revaluation	(2,604)	(2,604)
<b>At 31 March 2024</b>	<b>377,986</b>	<b>377,986</b>
Historic cost at 31 March 2024	255,361	255,361

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

**9. Debtors**

All amounts fall due within one year.

	2024 Group £	2024 Charity £	2023 Group £	2023 Charity £
Listed Places of Worship Grant Scheme	96,890	96,890	160,740	160,740
Grant receipts due from other Grant Giving Bodies	1,370,494	1,005,525	1,309,431	1,309,431
Intercompany debtors	-	433,000	-	120,410
Other debtors, prepayments and Accrued Income	618,288	568,081	381,610	184,388
	<b>2,085,672</b>	<b>2,103,496</b>	<b>1,851,781</b>	<b>1,774,969</b>

**10. Creditors**

Amounts falling due within one year.

	2024 Group £	2024 Charity £	2023 Group £	2023 Charity £
Trade creditors	265,552	232,398	219,924	198,409
Accruals and deferred income	89,992	80,987	198,628	71,071
Grant payment due to from Other Grant Giving Bodies	1,478,480	1,478,480	1,028,457	1,028,457
Intercompany creditors		-	-	41,414
Other creditors	276,020	276,020	393,259	346,853
	<b>2,110,044</b>	<b>2,067,885</b>	<b>1,840,268</b>	<b>1,686,204</b>

The CCT paid 99.5% of supplier invoices within 30 days of receipt.

**11. Funds**

GROUP	Balance as at 1 April 2023 £	Income £	Expenditure £	Unrealised gains on investments £	Balance as at 31 March 2024 £
Unrestricted funds	<b>983,454</b>	8,046,378	8,195,058	-	<b>834,774</b>
Restricted funds	<b>725,060</b>	4,224,866	4,040,787	-	<b>909,139</b>
Permanent Endowment	<b>380,590</b>	-	-	(2,604)	<b>377,986</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>2,268,275</b>	<b>12,271,244</b>	<b>12,235,845</b>	<b>(2,604)</b>	<b>2,301,070</b>

NOTES TO THE ACCOUNTS

<b>CHARITY</b>	Balance as at 1 April 2023	Income	Expenditure	Unrealised gains on investments	<b>Balance as at 31 March 2024</b>
	£	£	£	£	£
Unrestricted funds	<b>918,266</b>	7,906,722	8,062,747	-	<b>762,241</b>
Restricted funds	<b>725,060</b>	2,691,298	2,507,219	-	<b>909,139</b>
Permanent Endowment	<b>380,590</b>	-	-	(2,604)	<b>377,986</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>2,203,087</b>	<b>10,598,020</b>	<b>10,569,966</b>	<b>(2,604)</b>	<b>2,228,537</b>

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

**Expendable Endowment funds** comprise assets held by the 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 five church balances at 31 March 2024 relate to: Stirchley St James; Norwich St Laurence; York Holy Trinity; Northampton St Peter's; Saintbury St Nicholas'

## 12. Heritage Assets

The CCT maintains 357 churches which have been acquired since the 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 the CCT's already limited finances. Every three years, one third of the CCT's estate is reviewed for repair liabilities.

**Additions in 2023/24:** NIL

**Disposals in 2023/24:** NIL

### Five year summary of heritage asset transactions

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

	2023/24	2022/23	2021/22	2020/21	2019/20
Churches vested in the CCT	357	357	356	356	356
New Vestings	0	1	0	0	3
Disposals	-	-	-	-	-

### 13. Operating Lease Commitments

The commitment in respect of operating leases were:	<b>2024</b>	2023
<b>Leases expiring under one year:</b>	<b>£</b>	<b>£</b>
Land and Buildings	<b>78,636</b>	<b>61,172</b>
<b>Leases expiring between two and five years:</b>		
Land and buildings	-	-
	<b>78,636</b>	<b>61,172</b>

Lease payments for Land and Buildings amounting to £78,636 were made in the year (2022/23 £61,172).

### 14. Repair Commitments

At 31 March 2024 the CCT had contracted for the following repair projects:

	<b>2024</b>	2023
	<b>£</b>	<b>£</b>
2024/25 Programme	<b>880,927</b>	<b>3,575,948</b>

At 31 March 2024, the Trustees had approved an overall CCT budget expenditure totalling £10.9 million (March 2023: £9.4 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2024.

### 15. Net Assets

<b>GROUP</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2024 Total £</b>	2023 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	-	-	377,986	<b>377,986</b>	380,590
Cash	1,693,914	74,371	179,171	<b>1,947,456</b>	1,876,172
(creditors) less debtors	(859,140)	834,768	-	<b>(24,372)</b>	11,513
<b>Total</b>	<b>834,774</b>	<b>909,139</b>	<b>557,157</b>	<b>2,301,070</b>	2,268,275

<b>CHARITY</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2024 Total £</b>	2023 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	1	-	377,986	<b>377,987</b>	380,590
Cash	1,196,426	439,342	179,171	<b>1,814,939</b>	1,733,731
(creditors) less debtors	(434,186)	469,797	-	<b>35,611</b>	88,765
<b>Total</b>	<b>762,241</b>	<b>909,139</b>	<b>557,157</b>	<b>2,228,537</b>	2,203,086

## 16. Value of Volunteers

The 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 the CCT.

CCT's volunteer numbers show 2,777 individuals who support the organisation's work and participate in training, consultation and conferences. This increase from 2,334 volunteers in 2022/23 reflects both continuing support but also improved data gathering.

It has been calculated that our volunteers worked 111,080 hours, this is based on an average of 40 hours per volunteer. If we were to value those hours at £10.42 per hour (national minimum wage for over 23's), the economic worth of the work they did for the year-ended 31 March 2024 amounted to £1,157,454 (2022/23: £886,920).

## 17. Trading Subsidiary

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (company number 08125965). Summary results are included below.

	<b>2024</b>	2023
	<b>£</b>	£
Turnover	1,791,377	519,236
Cost of Sales	(1,710,345)	(441,304)
Overhead costs	(15,140)	(19,586)
Profit / (Loss)	<b>65,892</b>	<b>58,346</b>
Tax		1,465
Reserves movement	(58,546)	(39,137)
Operating Profit / (Loss)	<b>7,346</b>	<b>20,674</b>
	<b>2024</b>	2023
Current Assets	<b>617,680</b>	231,699
Creditors	<b>(545,147)</b>	(166,512)
Net Assets	<b>72,533</b>	65,187
Profit and Loss account	<b>72,532</b>	65,187
Share Capital	<b>1</b>	1

## NOTES TO THE ACCOUNTS

Total Shareholder's funds	<u><b>72,533</b></u>	<u>65,188</u>
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### **18. Related Party Transactions**

The 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), established during 2012/13, and shares a minority of its Trustees with the CCT. £0.8m was received from Churches Conservation in 2023/24 (2022/23: £1.3m). A transfer of £1.2m was paid to Churches Conservation in 2023/24 (2022/23: £1m).

As at 31 March 2024, CCT had a creditor balance of £1.5m (£1 m at 31 March 2023) and a debtor balance of £0.8m (£1.3m at 31 March 2023).

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

Income of £118,152 was received from CCTEL in 2023/24 (2022/23: £162,426).

As at 31 March 2024, CCT had a debtor balance of £433,000 due from CCTEL (2022/23: 120,410).

### **19. Post balance sheet events**

None.

## 20. Acknowledgements

The 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 Trust's sponsors (who provide its Statutory Grant), key funders, Trusts, Foundations, Friends of Churches, other organisations and individuals that in the year gave generously to the Trust. 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.

### The Trust's Key Sponsors

The Department for Culture, Media and Sport  
The Church Commissioners

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## NOTES TO THE ACCOUNTS

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The Revd. Richard Coles  
Lord Patrick Cormack (Deceased)  
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John Goodall  
Gill Graham

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Polly Mahoney, in memory of her mother  
Fr Howard J Marsh  
Charles Miller and Rebecca Lindsay  
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Thomas Rowlands and Peter Cooper  
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### **Trusts, Foundations and Organisations**

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Barbara Whatmore Charitable Trust  
Community Foundation (serving Tyne & Wear  
and Northumberland)  
The Friends of Capel Church, Kent  
Friends of St Botolphs, West Sussex  
Friends of St Mary the Virgin, North Stoke  
Friends of St Mary's Church, Higham  
Friends of St Michael's Church, Longstanton  
Friends of St Peter's, Sudbury  
The Friends of Warminghurst Church  
Friends of West Stourmouth Church  
H L Jenkyns Charitable Trust  
Historic England  
Natural England  
National Lottery Heritage Fund  
North Yorkshire County Council  
Sir John Priestman Charitable Trust

The Bartleet Family Fund  
The Department of Education

## NOTES TO THE ACCOUNTS

The Elmley Foundation

The Ingleby Charitable Trust

The Loppylugs & Barbara Morrison Charitable  
Trust

The McCorquodale Charitable Trust

The Swire Charitable Trust

### **Pledged gifts in wills**

Gifts in wills play an important and much valued part in supporting the work of the Trust. We would like to thank the following named donors and those who wish to remain anonymous for pledging a gift for the Trust in their wills, including members of our Legacy Giving Group:

Christopher Anderson

Simon Butt

Derrick Chivers

Brian Cook

Graham Davies and Phillip Potter

Richard Digby Day

Steven Fawkes

David Flemington

Diana M J Forde

Alan Gear MBE

Jackie Gear MBE

L and S Groves

Alison Goodwin

Keith Herbert

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Howard and John Prescott

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**CHURCHES CONSERVATION TRUST**

England & Wales - Charity number 258612

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# Accounts

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**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2023**

*Presented to Parliament Pursuant to  
Section 57(21) of the Mission and Pastoral Measure 2011 (2011 No.3)*

July 2023





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FOR THE YEAR ENDED 31 MARCH 2023**

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July 2023



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The Churches Conservation Trust ('The Trust') is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5m visitors a year. With our help and with your support they are kept open and in use – living once again at the heart of their communities.

Our aims are:

- **Supporting Communities To Use And Love Their Historic Places of Worship.**
- **Sharing Our Skills To Sustain Churches.**
- **Promoting The Value Of Our Shared Cultural Heritage.**

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## 1. CHAIR'S FOREWORD

It is my pleasure to be introducing the 2022/23 Annual Accounts of The Churches Conservation Trust (CCT) as Chair of Trustees. I would like to start by thanking our Deputy CEO Sarah Robinson who stepped up as Interim CEO following the departure of Peter Aiers at the beginning of the year. Sarah's efforts, alongside the rest of our dedicated senior management team, ensured the Trust stayed on track whilst we awaited the appointment of our new CEO. We were delighted to welcome Greg Pickup to this position in September 2022.

Alongside this, we were pleased to welcome three new trustees in February of this year with the appointment of Tanvir Hasan, Dr Emma Wells and Erin Walsh. Together, they bring a vast array of experience, as well as enthusiasm, that will benefit our Trust in future years. We also said farewell to outgoing trustees Edward Harley and Carol Pyrah and thank them for their commitment and contributions during their time with us.

This year we completed much needed works to our Churches that were supported by the government's Heritage Stimulus Fund and I was pleased to see the results of some of this work during recent visits. This funding has made a huge difference to the buildings in our care and we remain enormously grateful for this support.

None of our work would be possible without the support of our volunteers and communities who have continued with fundraising initiatives and activities. They continue to keep our churches open and alive and I was delighted to hear more about their work during our recent annual volunteer awards evening. I would like to thank each of them for their efforts.

The number of those who support us continue to grow, as do our digital audiences across all our social media. We look forward to continuing to engage with those of us who joined us through the digital lectures during Covid as we continue to build our online presence.

The number of visitors to our sites remains below pre-pandemic levels however we remain committed to working with communities to support their plans to encourage greater use of our buildings. With this in mind, we have been pressing ahead on work to a number of major projects including large capital schemes at Sudbury and Lancaster. Work has also begun on site at the Old Black Lion, our innovative project to support our neighbouring St Peter's Church with much needed facilities for its activities, in addition to bringing a much loved historic building back into use as a pub on the ground floor and our new national office above. For all our projects large and small we remain grateful to a range of Trusts, Foundations and individuals, in particular the National Lottery Heritage Fund as major funder for our larger schemes.

The continuing care of our growing estate of Churches is also made possible due to the continued support of DCMS and the Church of England, whose commissioners continue to recognise the important of our role in keeping these historic places of worship active and of service to the communities for whom they were built.

We end the year on an optimistic note, having made significant progress against our objectives but with continued challenges ahead. We look forward to working with our key partners at DCMS and the Church of England to explore how we can make use of the monies invested in us within our own estate and beyond, as well as with all of our friends, volunteers and supporters to build on our success in the year to come.

## 2. INTRODUCTION

### Who we are

The Churches Conservation Trust is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract over 1.5 million visitors a year. With our help and your support they are kept open and in use – living once again at the heart of their communities.

### Constitution

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 principally in Section 57 (21), is: 'the preservation, in the interests of the nation and of the Church of England, of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents so vested.'

### Objectives and Activities

The CCT cares for those parish churches which are of particular historic, architectural or archaeological merit and are vested in the CCT by the Church Commissioners to be conserved for the nation and opened to the public.

### Strategic Aims 2019-25

#### 1: Supporting communities to use and love their historic places of worship

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

In order to deliver this first pillar of our strategy, we have created a network of Local Community Officers who will create and maintain relationships with the communities around CCT churches. We will support communities to use their historic church and raise the funds necessary to keep it in good repair.

Our Conservation Team will continue to provide an excellent maintenance service to our historic churches and will manage a national list of repair priorities. This element of the strategy also allows the CCT to consider how we might support communities care for their historic places of worship beyond the CCT collection.

#### 2: Sharing our skills to sustain churches

The CCT will develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. The initial areas of investment will be in Champing™, our consultancy work and the development of our fledgling maintenance service.

The Head of Enterprise will drive and develop the profitability of our commercial work. This role will also advise how we invest and develop flagship visitor churches.

#### 3: Promoting the value of our shared cultural heritage

The CCT is concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We will develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship

remain relevant and important to society, the CCT will develop a learning programme to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the 357 buildings in our collection and of additional churches at risk coming into ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

### **DCMS and Church Commissioners Funding Agreement**

The CCT works to a Funding Agreement with its two main sponsors, the Department for Culture, Media and Sport and the Church Commissioners. We are extremely grateful for their support throughout the year and for the grant-in-aid without which the CCT could not function. The Agreement sits within the strategic plan and funding agreement targets are mapped into the priorities for the year.

Our funding and management agreement aims include:

- Exploring how to effectively articulate the value of churches and heritage for the local community;
- Investing in commercial and philanthropic approaches to generating revenue to complement grant-in-aid funding, and seeking innovative cost-sharing solutions to maximise these additional sources of income;
- Working effectively with government to finalise and uphold the Framework Document and provide confidence in delivery of the CCT's strategic aims;
- Remaining within annual delegation limits and providing appropriate assurance through rigorous reporting, forecasting and control of costs.

### **Public Benefit**

The CCT meets its obligations through 'advancing arts, culture, heritage or science'. It manages and provides free admission to 357 historic buildings which are open to the public on a daily basis throughout the year and which are made available for community use. Some 2,000+ members of the public volunteer for the CCT and many are provided with training and support as a part of this activity. All Trustees give their time voluntarily and receive no benefit from the charity. Expenses reclaimed from the charity are set out in the notes to the accounts.

### 3. REVIEW OF THE YEAR

Whilst 2021-22 was dominated by post-covid recovery, during 2022-23 we have returned to business as usual and refocussed our efforts on delivering our key strategic aims.

The CCT is the result of an agreement between State and Church to protect church buildings that are historically significant. Our remit is set out in Church legislation through the Mission and Pastoral Measure 2011 which governs our activity and therefore any change to this legislation is of significant interest to us. In 2021 the Church Commissioners began a review of the Mission and Pastoral Measure 2011, the main aim of the review being to consider how the legislation and processes could be improved. Discussions have continued during 2022-23 as Commissioners' thinking has developed and we have welcomed the opportunity to discuss the changes under consideration to understand the likely impact on CCT.

In February 2023 CCT was very pleased to receive the news that His Majesty the King had approved the appointment of three new trustees; (i) Tanvir Hasan, a practising conservation architect of over 25 years' experience and Deputy Chairman and lead Director of Donald Insall London, (ii) Erin Walsh, Director of Built Environment at Connected Places Catapult, who has led major built environment programmes across the not-for-profit, public, private and academic sectors and (iii) Dr Emma Wells, author, broadcaster and former Lecturer in Ecclesiastical and Architectural History at the University of York who currently works as a Principal Historic Buildings Consultant.

Work this year continued on our project to relocate our national office to Northampton. In November 2022 we vacated our London office and moved to a temporary office in the centre of Northampton in anticipation of the completion of works to the Old Black Lion, which will be our new national office and is adjacent to one of our Grade I listed Churches.

This year we have been able to commence development of a new people strategy for the organisation, including a focus on equality, diversity and inclusion (EDI). Our EDI working group will continue to look at this key area of work both within our own organisation and those with whom we interact outside of it.

Highlights of the year include:

- completion of second tranche of Heritage Stimulus Fund £2.5m major repair programme;
- completion of works to 1719 in Sunderland which has since been recognised with multiple awards;
- strong performance by our trading subsidiary CCTEL which reported a surplus of £58k against a target of £36.5k;
- increase in digital audiences, now numbering over 60,000 followers across our social media;
- growth in our supporters to over 9,000, compared to a target of 7,500;
- our ambitious digital transformation programme saw teams moving to Microsoft 365, work on a new HR system and progress towards a new website, CRM and property management system;
- church-based income reaching an all-time high, albeit one that falls short of the stretching pre-pandemic target we had originally set in 2019;
- improvements to our volunteer satisfaction rating, reflecting the work undertaken by the team to ensure volunteers feel supported by CCT.

## **4. AIM ONE: Supporting communities to use and love their historic places of worship**

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

To deliver this element of our strategy we created a network of Local Community Officers to develop and maintain relationships with the communities around CCT churches; supporting them to use their historic church and raise funds to keep it in good repair.

Our Conservation Team continue to provide an excellent maintenance service to our historic churches and manage a national list of repair priorities.

This element of the strategy also allows the CCT to consider how we might support communities to care for their historic places of worship beyond the CCT collection.

### **Regions**

The regional teams have worked hard throughout the year to strengthen local relationships, focusing particularly on face to face meetings, including reinstating regional gatherings. There has been strong use by communities to host events and activities in their churches and the variety is growing too with music acts and tribute bands being added to theatre, fairs and seasonal celebrations.

The church plan continues to be a significant tool for engagement, even where there is no obvious community associated with a church. The south-east region have developed a light touch version that can be displayed on noticeboards with key statistics relating to a church.

Our annual community and volunteer awards took place in March with continued support from the Marsh Trust. The quality of entries was again strong and the virtual awards and celebration evening well attended. The Community Engagement and Volunteering Manager joined in January and is working to ensure we're doing our utmost to support our brilliant volunteers.

### **Fundraising and Membership**

Fundraising activities continue to perform well, demonstrated by a continued growth in supporters and associated income. Our 2022-23 Annual Appeal *At the Heart of Communities. Always* was launched on Monday 4 July and we have received £32,980 to date excluding gift aid.

Our Church Based Membership offer finished the year with 66 members electing to designate a portion of their membership subscription to a specific and often favourite church. Our higher level members have been invited to join our annual trustee tour in the south-east region, taking place in May and development of the major gifts strategy continues to ensure that each donor who has given a gift in excess of £500 has a bespoke cultivation approach. The legacy income pipeline is in an excellent position, with 62 known members of the Legacy Giving Group who have pledged a gift in their will to CCT. With trusts and foundations, at smaller levels we saw good returns with grants of £1000 to £1500 at a number of churches and there remains a healthy pipeline of applications for a range of projects for 23/24.

### **Conservation**

Completion of the second tranche of Heritage Stimulus Fund (HSF) supported projects in full means that the majority of our Top 15 urgent repair priorities as set out at the start of the strategic period have been dealt with. A new Top 15 has been developed in consultation with the regional teams although the focus for both conservation and regional staff for the remainder of the strategic period is delivering a number of community initiatives.

A small repairs list has also now been developed, gathering projects that due to their size do not meet the criteria of the top 15 list but are beyond the scope of the maintenance programme; projects that if not carried out in a timely fashion are likely to become the large repair liabilities of the future. The team continue to work with fundraising and regional colleagues to find funding opportunities.

This years' maintenance programme had a particular focus on meeting legal and regulatory compliance across the estate using additional funds received at the start of the strategy period from the Church Commissioners. North Hill, St Torney in Cornwall was vested at the start of the year and phase I repairs are currently underway to repair external stonework, rainwater goods and roofs, as well as grout the tower.

## Regeneration

Our major project at **Sudbury** has been on site since the start of the year and the project continues to progress well with completion scheduled in summer 2023. Additional heating upgrades can now also be funded through additional fundraising and project contingencies. Lease negotiations with the Operator are nearing conclusion at the year end.

At the **Old Black Lion** in Northampton, contracts were signed and work started on site 20<sup>th</sup> March. Ongoing negotiations with CCT's preferred pub operator, a local Northampton firm are positive and nearing completion. Acquisition of the neighbouring churchyard by CCT is also in progress.

St John's in **Lancaster** secured a significant round 1 National Lottery Heritage Fund grant and development work is now progressing. CCT's Conservation Committee visited to discuss the impact of the scheme on the significance of the church and specifically its interior joinery and fittings. Negotiations continue with the Chamber of Commerce who intend to take the lease of the site once capital work is completed.

We were delighted that our recently completed works at **Sunderland's 1719** received a number of awards including:

- Georgian Group 'Re-use of a Georgian Building' winner
- Museums+Heritage 'Conservation project of the Year'
- National Brick awards (conservation and restoration awards) - Judges Commendation  
National Construction in Excellence awards (conservation and regeneration awards) - Highly Commended

## Finance and ICT

The Finance team continue to support the organisation through cross organisational projects, particularly the Old Black Lion in Northampton. Additionally work to improve analysis of CCT's income and expenditure is ongoing to provide improved management information to senior management and stakeholders.

Our organisation-wide **Digital Transformation Programme**, covering five key systems, has continued to progress. Strategic briefs and end-to-end project plans have now been established for all of these. Our new HR System is due to go live in June 2023 whilst Microsoft 365 continues a planned phased-rollout across our teams. In the coming year work will progress further on development of our new website, CRM and property management system.

Work has continued to ensure our organisation's cyber-security is maximised. This has included rollout of a number of new measures ranging from email filters, password management, anti-virus and malware and implementing updated backup and disaster recovery plans.

## **5. AIM TWO: Sharing our skills to sustain churches**

The CCT aims to develop sustainable commercial activity to help support investment in the conservation and repair of our collection of historic churches. We have invested in Champing™, our consultancy work and the development of our fledgling maintenance service. Our Head of Enterprise is also tasked with developing the profitability of our wider commercial work and assisting with the development of our flagship visitor churches.

### **Major Footfall Sites**

Our Major Project Governance Board is now established and continues to give operational oversight as well as work on issues that are common to each project. It has been a challenging time for our major sites as we have worked to recover momentum, activity and income post-covid; a task that has proven particularly challenging in places, with team continuing to work hard to control costs and improve income. A major sites review has also been commissioned to consider the financial sustainability of major sites and look at options for these and future projects in terms of operating and income models.

### **Champing™**

Champing revenue is comparative to the previous season, but with a larger allocation to our partner churches, higher costs, and no VAT reduction in place this year (in place last year as a result of Covid), the profit margin is lower. CCT noted that demand dropped considerably after Her Majesty Queen Elizabeth's death, and also with ongoing economic and cost of living pressures. Following a flurry of early pre-season media coverage significant exposure was generated for Champing, particularly around our work with partner churches, meaning bookings for 2023 are up compared to the same point in 2022.

We have also been reviewing Champing overall to consider its future sustainability and business model. A review of CCT's filming activities was also begun during 21-22 and will be concluded in the next financial year.

### **Consultancy**

Consultancy revenue remains buoyant, contributing to a better-than-expected year-end performance for Churches Conservation Trust Trading Enterprises Limited. The regeneration team continue to work on a range of projects and to explore new opportunities for this work.

The three-year Find a Use Manchester project (to work with local partners and the Church Commissioners to develop new uses for 8 strategic closed churches) ended in June with only limited success showing just how challenging this area of the sector can be. CCT has learnt much from the project that we can apply to our own programme of estate management.

CCT has been approached by a number of Diocese and PCCs during the year to provide advice and support in a number of ways. These tend to be churches where there are already huge challenges and such approaches do not always come to fruition because of governance or funding limitations and we therefore continue to explore ways in which we can continue to support such work.

We have been successful in winning tenders this year for a number of Heritage-Action-Zone (HAZ) traditional skills and learning contracts, as well as repeat contracts with groups of Quakers.

### **Historic Chapels Trust**

The CCT has continued to support the Historic Chapels Trust (HCT) over the last year, managing their finances. Having been successful in their application for a Cultural Asset Fund grant CCT began recruitment for a project team to provide asset management services including urgent repairs.

## **6. AIM THREE: Promoting the value of our shared cultural heritage**

The CCT continues to be concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We aim to develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society we deliver learning programmes to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the buildings in our collection and of additional churches at risk coming into our ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

### **Communications**

The Communications team's efforts have resulted in strong performance against our digital engagement key performance indicators. They continue to out-perform targets in nearly all areas with the exception being the website, demonstrating the need for the updated website that will be delivered as part of the digital transformation project. Audience development work has also been progressing in order to better understand and appeal to both existing and new audiences. This work will conclude later in 2023 and inform our future plans. Digital delivery continued, particularly with the lunch time lectures, bringing in an external host to support in finding speakers and promoting the lecture series.

### **Learning and Interpretation**

Through funding from the Department for Education via Historic England, we have continued to support the equivalent of three full time **Heritage Learning Officers** who work with schools to bring young people into our church buildings. The programme has now been going for ten years, allowing us to build relationships with schools, teachers and learning networks, as well as more recently providing popular family learning programmes in our major footfall sites.

The Learning and Participation team were pleased to note the popularity of their Heritage Open Days linked resource pack as well as content for Christmas. The team also supported the annual appeal by delivering a fun family engagement activity. In addition, nationally, the team have been working on Contested Heritage, joining several external working groups and conversations as well as undertaking desk based research on the extent of contested heritage across CCT's estate.

## 7. PERFORMANCE AGAINST TARGETS

### Key Performance Indicators

Three Key Performance Indicators across each of our three strategic aims help us to measure progress against these over time. The table below shows progress from the beginning of our strategic period (baseline) and our annual target within this.

<b>Supporting communities to use and love their historic places of worship</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2022/23 Target</b>	<b>2022/23 Actual</b>
<b>1</b>	80% of volunteers and communities around our churches feel well supported by the CCT by 2025	Annual volunteer survey. Baseline: The annual survey provided that 38% of volunteers felt well supported by the CCT	65% of volunteers feel well supported by CCT	67% of volunteers feel well supported by CCT
<b>2</b>	A further £700k of church based funding is generated every year by 2025	Church based income. Baseline (2018/19): £492,655	£684,660	£543,472
<b>3</b>	To increase our annual regular maintenance expenditure to over £1m by 2024/25	Amount spent on regular maintenance annually. Baseline (2018/19): £526,559	£627,375	£595,623
<b>4</b>	We will deliver the 15 priority projects by 2024/25	Progress against the project list as agreed by Management and Board of Trustees	Progress against the agreed top 15 list	Original top 15 addressed and new 2nd tier added. Within 2022-23 – 5 further projects completed.  Three further schemes in development, 2 new vestings and new top 15 community-led projects in development

<b>Sharing our skills to sustain churches</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2022/23 Target</b>	<b>2022/23 Actual</b>
<b>5</b>	Achieve our 5 year commercial target	Progress against the commercial plan to be devised by the Head of Enterprise once appointed	£36,500 surplus	£58,346 surplus
<b>6</b>	Work with 50 communities outside the CCT collection	Number of communities worked with as part of consultancy work or partnership working	28	15
<b>Promoting the value of our shared cultural heritage</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2022/23 Target</b>	<b>2022/23 Actual</b>
<b>7</b>	Achieve 2 million annual visitors per year	2018/19 baseline: 1.7m visitors	1.85m visitors	1.59m visitors
<b>8</b>	Grow CCT supporters to 10,000 by 2024/25	Numbers of supporters recorded on CRM 2018/19 baseline: 2,060 members	7,500 supporters	9,203 supporters
<b>9</b>	Grow digital audience by 250% by 2024/25	Baseline: Twitter 13,000 LinkedIn 2,500 Instagram 2,500 (total 18,000)	50,715	61,219

## **8. SUSTAINABILITY**

Since 2011/12 public bodies are obliged to include a sustainability report within the annual report and accounts unless they fall under a de-minimus threshold. Whilst CCT falls below this threshold and we are not required to include a report, further details of our work in this important area can be found below and on our website.

CCT works in partnership with all kinds of community groups to support them in caring for redundant places of worship and finding sustainable new uses. Our aim is to ensure these special buildings remain conserved, in use, and at the heart of their communities. Our approach is to promote sustainable stewardship of historic churches, so that problems of decay and redundancy are tackled before they become overwhelming. Our projects also use locally sourced materials and sub-contractors as far as is practical in our repair, conservation and regeneration programmes.

### **Churchyard Policy**

Our churchyard policy is particularly focused on conservation of wildlife and the natural landscape. It has been adopted across all our vested churchyards, c. 70 across England. In some urban places, our churchyards are one of the key green spaces remaining.

Local Community Officers along with Conservation and Regeneration Project Managers are working with local communities to re-wild our churchyards. We always include bat slates when reroofing or repairing the roofs of our churches and have installed bat and swift boxes in many locations including Lower Basildon in Berkshire and Cameley in Somerset. At the latter our new swift boxes on top of the church tower are accompanied by an electronic speaker playing swift-song, powered by a tiny solar panel.

At Shrewsbury we are growing our own organic dahlias in recycled half-barrel planters; encouraging bees and other wildlife, educating the public on growing their own flowers/plants, and contributing to the town's beautiful greenspaces. After cutting the fresh flowers for a floristry workshop, we will keep the bulbs safe over winter and hope to replant next year.

### **Wildlife Management**

As part of all our projects we commission surveys and monitoring work to ensure that protected species such as bats and birds are not adversely affected by repair and conservation works. We include mitigation and enhancement schemes where needed in all our projects.

We have produced school and family activities to raise awareness of bats, lichens, moss, decline of the hare population, churchyard wildflowers and foraging. We continue to support volunteers in caring for our sites for the benefit of nature. We have recently been awarded funded from DEFRA to work with the Broads Authority on a wildlife project in the Norfolk and Suffolk Broads. Some 15 churches will benefit from better churchyard management and wildlife training from organisations such as the Norfolk Wildlife Trust.

### **Energy Saving**

We monitor energy consumption at all our sites to identify periods of high energy consumption and develop strategies to reduce waste. New and more efficient heating systems at Sound & Art at St Swithun's, Worcester and at Seventeen Nineteen in Sunderland, two of our major projects, are now operational.

At St Peter's Sudbury a new more efficient boiler, which is suitable for conversion to hydrogen, has been installed. We are also undertaking repairs to the external boiler house to ensure the heating system is more energy efficient.

For CCT's new vesting at Brougham, St Wilfrid's, the Conservation Team have commissioned a Services Engineer to report on a number of options for the church which currently has wall-mounted gas heaters. The Conservation Team have appointed a Sustainability Consultant to work on North Hill, our new vesting in Cornwall. This project will look at producing a carbon lifecycle assessment for all stages of the church's life from the embodied carbon from its construction and adaptation over the last 700 years, including the current repair project, to the operational carbon involved in its ongoing use and maintenance.

Many of our churches, not having heating systems, are 'net-zero by accident'.

### **Conservation Repair and Maintenance**

The team's annual maintenance and repair programmes is delivered through frameworks of local contractors and, as much as possible, local consultants and specialist conservators. The conservation work on the stained glass windows at St Mary's in Shrewsbury will include sustainability plans requiring awareness from contractors of environmentally sustainably design. The conservator carrying out work on the stained glass windows runs his workshop on green technologies, including a heat pump and solar panels. The lead used in his work is recycled and he uses mouthblown handmade glass, as opposed to mass-produced factory materials.

### **Minimising Loss of Original Fabric and Sustainable Design**

Carrying out the minimum amount of work required to conserve our sites is a guiding principle in developing conservation and regeneration projects. We have followed this approach on site at our major projects as well as in new vestings and repair projects.

### **Craft / Heritage Skills**

A heritage craft skills apprenticeship is being delivered at St Peter's, Sudbury, as part of the building contract there, alongside six work experience placements. We have an apprentice at Sound & Art St Swithun's in Worcester. We have undertaken various heritage craft skills workshops as part of our consultancy work in Hexham, Sunderland, Leeds, Lancaster and North Tyneside. We have employed skilled local contractors on all of our Heritage Stimulus Fund repair projects.

### **People and Communities**

We support cycling to work schemes and encourage our staff to use sustainable transport as much as possible. Our staff are mostly based within the geographical area of their remit to maximise efficiency in costs and resources and minimise environmental impact from extensive travel. The majority of the schools we work with walk to their local CCT church for their sessions. In Buckinghamshire, we have been involved in a local initiative encouraging school parents to walk to explore the district and have been leading regular walks to St Lawrence's Church, Broughton.

## 9. FINANCIAL REPORT

### Income

In the year ending 31 March 2023, overall income stood at £9.9 million, 15% down on the £11.7 million received in 2021/22. This mainly reflected a reduction in grants, particularly from the Heritage Stimulus Fund (HSF). The HSF was a time-limited fund established to support the heritage sector to weather the impacts of Covid-19.

Grant-in-Aid from DCMS and the Church Commissioners provided £4.4 million, equivalent to 44% of income (2021/22: £4.4 million, 38%).

Non-statutory grant income reduced by 45% to £2.9 million from £5.3 million. This figure comprises grants from trusts and foundations for specific projects, together with grant income from Churches Conservation. Grants are recognised in our accounts under charity SORP accounting rules and the CCT moves into 2023/24 with a healthy pipeline of externally-funded projects. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs, showed a small drop from £493,000 to £425,000, reflecting the reduction in eligible repairs carried out in 2022/23.

Donations overall remained nearly unchanged at £595,000 compared to prior year (2021/22: £597,000). Unrestricted donations were marginally lower at £419,000 (2021/22: £429,000).

Legacies brought in a substantial £547,000 in the year, up from £283,000 in 2021/22. Of this total, £454,000 was unrestricted income (up from £182,000 in 2021/22).

Earned income rose by £174,000 (26%) to reach £837,000 (2021/22: £663,000). Of this total, £822,000 was unrestricted, up from £659,000 in 2021/22. Within earned income, hire fees showed a significant increase, continuing the recovery from the large Covid related fall in 2020/21. Hire fees generated £157,000, up from £135,000 in 2021/22. Other income within this category that grew significantly in the year includes rental fees, up £32,000 to £142,000.

Total Group unrestricted donations and earned income increased again to £1.2million from £1.1 million in 2021/22. These results include income generated via the CCT's trading subsidiary.

### Expenditure

88% of the CCT's expenditure went on frontline projects to repair churches and support communities (2021/22: 91%). At £5.8 million, 'Church repairs and maintenance' continues to be the main call on our funds. This is a reduction from the previous year figure of £8.3 million.

£2.6 million (2021/22: £2.1m) was spent on 'Supporting volunteers and communities, keeping churches open' and £1.1 million or 11% (2021/22: £1.0m) 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.

The Trustees consider £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.

The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

### *Restricted Reserves*

Although the CCT's total reserves at 31 March 2023 are shown as £2.3 million (2021/22: £1.9 million) on the Statement of Financial Position, all but £983,000 (2021/22: £781,000) 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'. As at 31 March 2023, the CCT had free reserves of unrestricted funds, less the carrying value of fixed assets, of £983,000 (2021/22: £781,000).

Although our free reserves are currently above the target level of £500,000, Trustees consider the current figure acceptable especially considering continuing post-covid. 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 investment of permanent endowments in broadly based funds. Deposit funds are split between the Central Board of Finance of the Church of England Deposit Fund, Bath Building Society, Nationwide Building Society, Scottish Widows Bank and Virgin Money. Permanent Endowment funds are invested with Investec Wealth and Investment.

Senior Management Team, with Trustees' approval, monitor and regularly review the Trust's investment strategy.

## **Register of Interests**

The CCT maintains a register of Trustees' interests which is available for inspection at the CCT's offices on application to the Chief Executive.

## **Registered Office**

G41 Vulcan Works, 34-38 Guildhall Road, Northampton NN1 1EW.

## **Auditors**

The CCT's auditors are Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS. The auditors are re-appointed 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.

## Legal Advisers

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

## Remuneration of Senior Managers

	Pension Benefits (to nearest £1,000) 2022-23	Pension Benefits (to nearest £1,000) 2021-22	Accrued pension at 31/03/2023 £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/2023 £'000	CETV at 31/03/2022 £'000	Real increase in CETV £'000
Greg Pickup Chief Executive (from 12.09.2022)	18,000	0	0-5	0-2.5	10	0	6
Sarah Robinson Interim Chief Executive / Director of Conservation	55,000	18,000	25-30 (plus a lump sum of 10-15)	2.5-5 (plus a lump sum of 0-2.5)	452	367	43
Stuart Popple Finance Director (to 23/12/2022)	10,000	27,000	15-20	0-2.5	219	201	4
Marian Carson Director of Operations	28,000	25,000	5-10	0-2.5	53	35	10
Mark Toller Interim Finance Director (from 01.12.2022)	6,000	0	0-5	0-2.5	0	0	-1
Judith Patrick Interim Director of Operations (from 27.03.2023)	0	0	5-10	0-2.5	85	85	0

'The Cash Equivalent Transfer Value (CETV)'. A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

'Real increase in CETV'. This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Signed on behalf of the Trustees on: 21 June 2023



**Elizabeth Peace CBE**  
**Chair of the Trustees**



**Greg Pickup**  
**Chief Executive**

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

The CCT is a sponsored body of the Department for Culture, Media and Sport. 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 the Department for Culture, Media and Sport has designated the Chief Executive of The Churches Conservation Trust as the Accounting Officer for the CCT.

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' Memorandum, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on: 21 June 2023



**Elizabeth Peace CBE**  
**Chair of the Trustees**



**Greg Pickup**  
**Accounting Officer**

## 10. 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 is 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 them in Government Accounting.

### Corporate Governance

The CCT is governed by a board of Trustees, including the Chair. 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*

The Trustees during the year were:

Elizabeth Peace CBE	Chair
Sue Wilkinson	Chair of the Finance and Audit Committee
Carol Pyrah (to June 2022)	Chair of the Conservation Committee
Edward Harley OBE, DL (to September 2022)	
Sir Simon Jenkins	
William Donaldson	
Canon Revd Tim Goode	
Inayat Omarji	
Dr Oliver Cox	
Tanvir Hasan (from February 2023)	
Dr Emma Wells (from February 2023)	
Erin Walsh (from February 2023)	

The Board delegates some issues to its Finance and Audit Committee, Conservation Committee, and Health and Safety 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 2023, 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 95% (2021/22: 100%).

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 three Trustees: Sue Wilkinson (Chair), William Donaldson, Erin Walsh and one external co-optee. It reviews key risks and controls, the management of resources through review of the latest management accounts and end of year reserves predictions and receives reports from management and the internal and external auditors on key risk areas. It also approves the final accounts subject to signing by the Board.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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 is chaired by a Trustee and comprises relevant experts, and senior representatives of other conservation organisations. It advises the Board on significant conservation and development matters relating to its 357 historic buildings. Having an expert Committee at such a high level in the CCT's governance protects the organisation against legal, reputational, and other risks associated with the management of a large historic estate.

### *Highlights of Board Reports*

During the year, the Board of Trustees approved: updated KPIs; the 2022 annual report and accounts; and expenditure on a number of repair projects. The Board also approved the annual Health and Safety report, and the plan and budget for 2023/24.

### *Management Structure*

Trustees employ a salaried Chief Executive to manage the organisation and implement the strategic objectives. The Chief Executive has a senior management team comprising a deputy chief executive and two other 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 three-yearly 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 senior management team also meet on a quarterly basis with Officers of the Church Commissioners and six-monthly with DCMS 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. For 2022/23, no substantive weaknesses were raised (2021/22: zero) which provided the CCT with additional comfort over its internal controls. The CCT's rolling three-year internal audit plan considers strategic and operational risks and has been approved by the Finance and Audit Committee. It is updated annually to confirm audit prioritisation. All reports and management actions were 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 2023 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 2022/23 a 5% pay increase was paid to junior staff (2021/22: none) with a 3% award to eligible senior staff. All pay awards are subject to Trustee approval.

### *Gender Pay Gap*

At 31 March 2023 the CCT had a mean gender pay gap of 6% in favour of male employees (March 2022: 5%). The median figure was 12% in favour of male employees (March 2022: 11%). CCT's gender pay gap is lower than the national ONS average of 14.9% median for all employees (full-time and part-time) as of April 2022.

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

	Women	Men	Total	% Women in Quartile	2022: % Women in Quartile
Top Quartile	12	8	20	60%	56%
Upper Middle Quartile	13	7	20	65%	67%
Lower Middle Quartile	16	4	20	80%	72%
Lower Quartile	13	8	21	62%	65%
<b>Total</b>	<b>54</b>	<b>27</b>	<b>81</b>	<b>67%</b>	<b>65%</b>

### *Senior management remuneration*

As at 31 March 2023, the highest paid director was paid in the £80,000 to £90,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £33,726, was 2.5 (2021/22: 3.3). The senior management team is defined as the directors of the CCT, and comprises the following roles: Chief Executive, Deputy Chief Executive/Director of Conservation, Finance Director and Director of Operations. The total remuneration of senior management was £365,428 (2021/22: £401,518).

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.

### *Civil Service compensation scheme exit packages*

Exit Package Cost Band	2022-23		2021-22	
	Number of compulsory redundancies	Number of other departures agreed	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	0	0	0
£10,000 - £25,000	0	1	0	0
£25,000 - £50,000	0	0	0	0
£50,000 - £100,000	0	1	0	0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>

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.

### *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. The total number of employees who were relevant union officials during 2022/23 was zero (2021/22: zero). As such zero time and zero remuneration was spent on facility time during the year (2021/22: zero).

## **Planning and Budgeting Process**

The senior management team compiles the CCT's business plan and budget on an annual basis. In 2018/19 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 Management Team (SMT).

SMT 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 analysis 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 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'. In addressing risks, the CCT will:

- **Take opportunities** - for circumstances where the potential gain seems likely to outweigh the possible downside;

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

- **Tolerate** - for unavoidable risks, or those so mild or remote as to make avoidance action disproportionate or unattractive;
- **Treat** - for risks that can be reduced or eliminated by prevention or other control action;
- **Transfer** - where another party can take on some or all of the risk more economically or more effectively (for example through insurance, sharing risk with a contractor); and
- **Terminate** - for intolerable risks, where it is possible for the organisation to exit.

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 prioritise 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, manage risk efficiently, effectively and proportionately.

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

### *The Risk Register*

- Departmental risk registers are reviewed at monthly team meetings to ensure risks are considered. The teams are the three regions, Conservation, Enterprise, Regeneration, Communications, Fundraising, and Finance and ICT. Any departmental risk of severity 12 or more, or an impact of 5 is reported to SMT for consideration in the national risk register.
- SMT formally review risks on a quarterly basis and prior to preparation of the Finance and Audit Committee papers. SMT considers departmental risk registers on a rotational basis.
- The Finance and Audit Committee formally review the risk register every six months.
- The Board of Trustees review the risk register annually, prior to the accounts being signed off, in order that the Governance Statement can be signed.

### *Whistleblowing*

The CCT is committed to the highest standards of accountability and transparency. A whistleblowing policy is in place that encourages staff to raise issues. Various reporting mechanisms are in place for staff including direct access to our internal auditors.

### *Information Management*

The CCT is registered with the Information Commissioner's Office. The CCT suffered no significant protected personal data incidents during 2022/23 (2021/22: 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.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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 2022/23 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 201 days (2021/22: 218), an average of 2.5 days (2021/22: 2.9) per staff member. These figures exclude long term sickness. If long term absences are included, the total rises to 275 days (2021/22: 345 days).

### *Consultancy and Contingent Labour Spend Disclosure*

During the year-ending 31 March 2023, £198,460 (2021/22: £81,124) was spent on consultancy. £116,965 (2021/22: £59,420) 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 2023, the 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 the 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.

Risk management is an on-going process and will continue to be integral to strategic and operational planning and to the delivery of the objectives and targets of the CCT. Risk management practice and procedure will also continue to be reviewed and developed to ensure effective control, good management and accountability. No significant control issues arose during the year.



**Greg Pickup**  
**Accounting Officer and Chief Executive**

## **11. INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES**

### **Opinion**

We have audited the financial statements of Churches Conservation Trust ('the parent charity') and its subsidiary ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Statements of Financial Position, the 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 the parent charity's affairs as at 31 March 2023 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 or the 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 the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**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 the 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 the 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 the 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 and proper 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 16, the trustees (who are also the directors of the parent charity for the purposes of company law) 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 sector, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: the Charities Act 2011, tax legislation, safeguarding, pensions legislation, employment regulation, health and safety regulation, anti-bribery, corruption and fraud and anti-money laundering regulation.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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 The Charities Statement of Recommended Practice and the Companies Act 2006.

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, management bias through judgements and assumptions in significant accounting estimates, 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](http://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.

Signed:



### **Nicola Wakefield (Senior Statutory Auditor)**

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

2<sup>nd</sup> Floor, 6 Sutton Plaza, Sutton Court Road, Sutton, SM1 4FS

Date: 12 July 2023

## 12. FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2023	Total 2022
Notes	£	£	£	£	£
<b>INCOME</b>					
Donations & Legacies	873,028	268,974	-	<b>1,142,002</b>	<b>879,167</b>
Income from Charitable Activities	4,974,771	2,945,502	-	<b>7,920,273</b>	<b>10,183,596</b>
Income from Investments	5,580	33,986	-	<b>39,566</b>	<b>19,222</b>
Other Trading Activities	822,078	14,916	-	<b>836,994</b>	<b>662,860</b>
<b>TOTAL INCOME</b>	<b>6,675,457</b>	<b>3,263,378</b>	<b>-</b>	<b>9,938,835</b>	<b>11,744,845</b>
<b>Expenditure on Raising Funds</b>					
Fundraising and Communications	(1,043,368)	(98,931)	-	<b>(1,142,299)</b>	<b>(1,021,265)</b>
<b>Expenditure on charitable activities</b>					
Church Repairs and Maintenance	(3,115,738)	(2,668,620)	-	<b>(5,784,358)</b>	<b>(8,259,008)</b>
Keeping Churches Open	(2,313,663)	(330,358)	-	<b>(2,644,021)</b>	<b>(2,106,090)</b>
Total charitable activities	(5,429,401)	(2,998,978)	-	<b>(8,428,379)</b>	<b>(10,365,098)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (6,472,769)</b>	<b>(3,097,909)</b>	<b>-</b>	<b>(9,570,678)</b>	<b>(11,386,363)</b>
<b>Net income / (expenditure)</b>	202,688	165,469	-	<b>368,157</b>	<b>358,482</b>
<b>Other recognised gains and losses</b>					
Unrealised losses	8 -	-	(35,437)	<b>(35,437)</b>	<b>8,982</b>
<b>Net movement in funds</b>	202,688	165,469	(35,437)	<b>332,720</b>	<b>367,464</b>
Balances brought forward at 1 April 2022	<b>780,766</b>	<b>559,591</b>	<b>595,198</b>	<b>1,935,555</b>	<b>1,568,091</b>
<b>Balances carried forward at 31 March 2023</b>	<b>983,454</b>	<b>725,060</b>	<b>559,761</b>	<b>2,268,275</b>	<b>1,935,555</b>

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

The notes to the Financial Statements are on pages 29-40.

**STATEMENTS OF FINANCIAL POSITION  
AS AT 31 MARCH 2023**

		Group	Charity	Group	Charity
		2023	2023	2022	2022
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Intangible fixed assets	<b>6</b>	-	-	-	-
Tangible fixed assets	<b>7</b>	-	-	-	-
Investment in Subsidiary		-	1	-	1
Fixed assets investments	<b>8</b>	380,590	380,590	416,027	416,027
		<b>380,590</b>	<b>380,591</b>	<b>416,027</b>	<b>416,028</b>
<b>CURRENT ASSETS</b>					
Debtors	<b>9</b>	1,851,781	1,774,969	1,935,105	1,898,450
Cash at bank and in hand		1,876,172	1,733,730	2,080,614	1,966,112
		<b>3,727,953</b>	<b>3,508,699</b>	<b>4,015,719</b>	<b>3,864,562</b>
<b>Creditors</b>					
Amounts falling due within one year:	<b>10</b>	(1,840,268)	(1,686,204)	(2,496,191)	(2,389,550)
<b>NET CURRENT ASSETS</b>		1,887,685	1,822,495	1,519,528	1,475,012
<b>NET ASSETS</b>	<b>11</b>	<b>2,268,275</b>	<b>2,203,086</b>	<b>1,935,555</b>	<b>1,891,040</b>
<b>FUNDS</b>					
Endowment funds	<b>11</b>	559,761	559,761	595,198	595,198
Income funds (Unrestricted)	<b>11</b>	983,454	918,265	780,766	736,251
Income funds (Restricted)	<b>11</b>	725,060	725,060	559,591	559,591
		<b>2,268,275</b>	<b>2,203,086</b>	<b>1,935,555</b>	<b>1,891,040</b>

Approved and authorised for issue by the Trustees on: 21 June 2023

Signed on their behalf by:



**Liz Peace**  
**Chair of the Trustees**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDING 31 MARCH 2023**

	<b>2023</b>	2022
	<b>£</b>	£
<b>Cash inflow / (outflow) from operating activities</b>		
Net income / (expenditure)	<b>368,157</b>	358,482
Adjustments for:		
Depreciation	-	-
Investment Income	<b>(39,566)</b>	(19,222)
Trade and other receivables	<b>83,324</b>	244,809
Trade and other payables	<b>(655,923)</b>	164,676
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(244,008)</b>	748,745
<b>Cash flows from investing activities</b>		
Interest received	<b>39,566</b>	19,222
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(204,442)</b>	767,967
Balance as at 1 April	<b>2,080,614</b>	1,312,647
Balance as at 31 March	<b>1,876,172</b>	2,080,614

## 13. NOTES TO THE ACCOUNTS

### 1.

#### (a) Accounting Policies

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 undertakings, all of which were prepared to 31 March 2023. The trading results of the subsidiary undertakings as shown in note 17 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 £2,903,000 (2021/22: £2,924,000) and a grant from the Church Commissioners amounting to £1,500,000 (2021/22: £1,500,000). 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. The CCT is not registered for VAT and accordingly, expenditure is shown gross 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 the CCT and include the audit fees and costs linked to the strategic management of the 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 the 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 account for the tangible fixed assets by modified historic cost accounting 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) Intangible Fixed Assets**

Intangible fixed assets, intellectual property owned by the CCT, are included. They are capitalised at cost where they exceed a value of £1,000 and are depreciated over an estimated useful life of four years.

**(h) 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.

**(i) Finance and Operating Leases**

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

**(j) Heritage Assets**

The CCT maintains 357 (2021/22: 356) churches in support of the 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 the 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 the CCT and the users of these accounts. As a result, no value is reported for these assets in the 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 12 to the accounts.

**(k) Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. The defined benefit schemes 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. In respect of the defined contribution schemes, the CCT recognises the contributions payable for the year.

**(l) Taxation**

The 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 August 2024 and have agreed detailed budgets for the year ended 31 August 2024. 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 the 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. Comparative SOFA 2021/22**

	Unrestricted Funds	Restricted Funds	Endowment Funds	<b>Total 2022</b>
Notes	£	£	£	£
<b>INCOME</b>				
Donations & Legacies	676,410	202,757	-	<b>879,167</b>
Income from Charitable Activities	4,917,007	5,266,589	-	<b>10,183,596</b>
Income from Investments	158	19,064	-	<b>19,222</b>
Other Trading Activities	659,307	3,553	-	<b>662,860</b>
<b>TOTAL INCOME</b>	<b>6,252,882</b>	<b>5,491,963</b>	-	<b>11,744,845</b>
<b>Expenditure on Raising Funds</b>				
Fundraising and Communications	(904,269)	(116,996)	-	<b>(1,021,265)</b>
<b>Expenditure on charitable activities</b>				
Church Repairs and Maintenance	(3,180,776)	(5,078,232)	-	<b>(8,259,008)</b>
Keeping Churches Open	(1,817,635)	(288,455)	-	<b>(2,106,090)</b>
Total charitable activities	(4,998,411)	(5,366,687)	-	<b>(10,365,098)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (5,902,680)</b>	<b>(5,483,683)</b>	-	<b>(11,386,363)</b>
<b>Net income/(expenditure)</b>	350,202	8,280	-	<b>358,482</b>
<b>Other recognised gains and losses</b>				
Unrealised gains on investments	8 -	-	8,982	<b>8,982</b>
<b>Net movement in funds</b>	350,202	8,280	8,982	<b>367,464</b>
Balances brought forward at 1 April 2021	<b>430,564</b>	<b>551,311</b>	<b>586,216</b>	<b>1,568,091</b>
<b>Balances carried forward at 31 March 2022</b>	<b>780,766</b>	<b>559,591</b>	<b>595,198</b>	<b>1,935,555</b>

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 £	<b>2023 Total £</b>	2022 Total £
<b>Expenditure on Raising Funds</b>					
Fundraising and communications	622,898	48,467	470,934	<b>1,142,299</b>	1,021,265
<b>Expenditure on Charitable Activities</b>					
Church repairs and maintenance	980,329	4,300,673	503,356	<b>5,784,358</b>	8,259,008
Keeping churches open	1,391,306	438,557	814,158	<b>2,644,021</b>	2,106,090
<b>Total Charitable Activities</b>	<b>2,371,635</b>	<b>4,739,230</b>	<b>1,317,514</b>	<b>8,428,379</b>	10,365,098
<b>TOTAL EXPENDITURE</b>	<b>2,994,533</b>	<b>4,787,697</b>	<b>1,788,448</b>	<b>9,570,678</b>	11,386,363

The church repairs and maintenance figure above includes a grant of £1.0m (2021/22: £1.1m) 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. The Trustees neither received nor waived any emoluments during the year (2021/22: nil). Three Trustees (2021/22: One) received reimbursements (£722) for travel and subsistence (2021/22: £81). Unclaimed Trustee expenses for the year are estimated at £2,000.

Net income is stated after charging Auditors' Remuneration of £23,700 (2021/22: £18,371)

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint. £	Keeping churches open £	<b>2023 Total £</b>	2022 Total £
Staff costs	189,101	202,120	326,919	<b>718,140</b>	582,437
Office costs	103,218	110,323	178,444	<b>391,985</b>	368,867
Communications	20,409	21,813	35,283	<b>77,505</b>	81,658
IT costs	91,660	97,972	158,466	<b>348,098</b>	286,547
Professional consultancy	48,703	52,056	84,198	<b>184,957</b>	78,667
Governance	17,843	19,072	30,848	<b>67,763</b>	27,873
	<b>470,934</b>	<b>503,356</b>	<b>814,158</b>	<b>1,788,448</b>	1,426,049

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

#### 4. Salaries, Employment Costs and Expenses

	<b>2023 Total £</b>	2022 Total £
Gross salaries	2,480,345	2,237,975
Social security costs	246,270	194,866
Pension costs	581,985	558,784
Travel expenses	179,044	105,657
Staff training	25,262	18,378
Recruitment costs	30,438	4,553
Staff admin costs	169,331	103,387
	<b>3,712,675</b>	3,223,600
Number of employees as at 31 March	<b>81</b>	<b>76</b>

As at 31<sup>st</sup> March six employees (2021/22: three) earned over £60,000. Total remuneration for the senior management team in 2022/23 was £365,428 (2021/22: £401,518). The total number of employees on 31 March 2023 was 81 (FTE of 76) which includes 22 employees on fixed term contracts (2021/22: 13). There were three interim agency workers (2021/22: one).

#### 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 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2022-23, employers’ contributions of £562,925 were payable to the PCSPS (2021/22 £537,182) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

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 2022-23 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 £17,454 (2021/22 £20,024) 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 £1,606 (2021/22 £1,578), 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](http://www.civilservicepensionscheme.org.uk)

## 6. Intangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Total £
At 1 April 2022 and 31 March 2023	-
<b>DEPRECIATION</b>	
At 1 April 2022 and 31 March 2023	-
<b>NET BOOK VALUE</b>	
<b>At 31 March 2023</b>	-
<b>At 31 March 2022</b>	-

## 7. Tangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Tenants' Improvements £	Furniture & Equipment £	<b>Total £</b>
At 1 April 2022 and 31 March 2023			
<b>DEPRECIATION</b>			
At 1 April 2022 and 31 March 2023			
<b>NET BOOK VALUE</b>			
<b>At 31 March 2023</b>	-	-	-
<b>At 31 March 2022</b>	-	-	-

## 8. Fixed Asset Investments

<b>GROUP AND CHARITY</b>	Permanent Endowment Funds £	Total Funds £
At 1 April 2022	416,027	416,027
Sales	76,723	76,723
Purchases	(87,126)	(87,126)
Movement in cash	10,403	10,403
Net unrealised (loss) on revaluation	(35,437)	(35,437)
<b>At 31 March 2023</b>	<b>380,590</b>	<b>380,590</b>
Historic cost at 31 March 2023	255,361	255,361

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

**9. Debtors**

All amounts fall due within one year.

	2023		2022	
	Group	Charity	Group	Charity
	£	£	£	£
Listed Places of Worship Grant Scheme	160,740	160,740	120,811	120,811
Grant receipts due from Foundation	1,309,431	1,309,431	1,016,665	1,016,665
Intercompany debtors	-	120,410	-	78,246
Other debtors and prepayments	381,610	184,388	797,629	682,728
	<b>1,851,781</b>	<b>1,774,969</b>	<b>1,935,105</b>	<b>1,898,450</b>

**10. Creditors**

Amounts falling due within one year.

	2023		2022	
	Group	Charity	Group	Charity
	£	£	£	£
Trade creditors	219,924	198,409	535,104	517,007
Accruals and deferred income	198,628	71,071	490,031	406,720
Grant payment due to Foundation	1,028,457	1,028,457	1,067,558	1,067,558
Intercompany creditors	-	41,414	-	-
Other creditors	393,259	346,853	403,498	398,265
	<b>1,840,268</b>	<b>1,686,204</b>	<b>2,496,191</b>	<b>2,389,550</b>

The CCT paid 99.5% of supplier invoices within 30 days of receipt.

**11. Funds**

GROUP	Balance as at	Income	Expenditure	Unrealised	Balance as at
	1 April 2022			gains on	31 March 2023
	£	£	£	£	£
Unrestricted funds	<b>780,766</b>	6,675,457	(6,472,769)	-	<b>983,454</b>
Restricted funds	<b>559,591</b>	3,263,378	(3,097,909)	-	<b>725,060</b>
Permanent Endowment	<b>416,027</b>	-	-	(35,437)	<b>380,590</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,935,555</b>	<b>9,938,835</b>	<b>(9,570,678)</b>	<b>(35,437)</b>	<b>2,268,275</b>

## NOTES TO THE ACCOUNTS

<b>CHARITY</b>	Balance as at 1 April 2022	Income	Expenditure	Unrealised gains on investments	<b>Balance as at 31 March 2023</b>
	£	£	£	£	£
Unrestricted funds	<b>736,253</b>	6,522,397	(6,340,385)	-	<b>918,265</b>
Restricted funds	<b>559,591</b>	3,017,611	(2,852,142)	-	<b>725,060</b>
Permanent Endowment	<b>416,027</b>	-	-	(35,437)	<b>380,590</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,891,042</b>	<b>9,540,008</b>	<b>(9,192,527)</b>	<b>(35,437)</b>	<b>2,203,086</b>

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

**Expendable Endowment funds** comprise assets held by the 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 five church balances at 31 March 2023 relate to: Stirchley St James; Norwich St Laurence; York Holy Trinity; Northampton St Peter's; Saintbury St Nicholas'

## 12. Heritage Assets

The CCT maintains 357 churches which have been acquired since the 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 the CCT's already limited finances. Every three years, one third of the CCT's estate is reviewed for repair liabilities.

**Additions in 2022/23:** One: North Hill, St Torney, Cornwall

**Disposals in 2022/23:** None

### Five year summary of heritage asset transactions

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

	2022/23	2021/22	2020/21	2019/20	2018/19
Churches vested in the CCT	357	356	356	356	353
New Vestings	1	0	0	3	-
Disposals	-	-	-	-	-

### 13. Operating Lease Commitments

The commitment in respect of operating leases were:	<b>2023</b>	2022
<b>Leases expiring under one year:</b>	<b>£</b>	£
Land and Buildings	<b>61,172</b>	62,438
<b>Leases expiring between two and five years:</b>		
Land and buildings	-	-
	<b>61,172</b>	62,438

Lease payments for Land and Buildings amounting to £61,172 were made in the year (2021/22: £105,237).

### 14. Repair Commitments

At 31 March 2023 the CCT had contracted for the following repair projects:

	<b>2023</b>	2022
	<b>£</b>	£
2023/24 Programme	<b>3,575,948</b>	673,437

At 31 March 2023, the Trustees had approved an overall CCT budget expenditure totalling £9.4 million (March 2022: £8.8 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2023.

### 15. Net Assets

<b>GROUP</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2023 Total £</b>	2022 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	-	-	380,590	<b>380,590</b>	416,027
Cash	1,903,380	(206,379)	179,171	<b>1,876,172</b>	2,080,614
(creditors) less debtors	(919,926)	931,439	-	<b>11,513</b>	(561,086)
<b>Total</b>	<b>983,454</b>	<b>725,060</b>	<b>559,761</b>	<b>2,268,275</b>	1,935,555

<b>CHARITY</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2023 Total £</b>	2022 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	-	-	380,590	<b>380,590</b>	416,027
Cash	1,760,939	(206,379)	179,171	<b>1,733,731</b>	1,966,112
(creditors) less debtors	(842,674)	931,439	-	<b>88,765</b>	(491,099)
<b>Total</b>	<b>918,265</b>	<b>725,060</b>	<b>559,761</b>	<b>2,203,086</b>	1,891,040

## 16. Value of Volunteers

The 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 the CCT.

CCT's volunteer numbers show 2,334 individuals who support the organisation's work and participate in training, consultation and conferences. This increase from 1,800 volunteers in 2021/22 reflects both continuing support but also improved data gathering.

It has been calculated that our volunteers worked 93,360 hours, this is based on an average of 40 hours per volunteer. If we were to value those hours at £9.50 per hour (national minimum wage for over 23's), the economic worth of the work they did for the year-ended 31 March 2023 amounted to £886,920 (2021/22: £691,122).

## 17. Trading Subsidiary

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (company number 08125965). Summary results are included below.

	<b>2023</b>	2022
	<b>£</b>	£
Turnover	519,236	187,883
Cost of Sales	(441,304)	(131,429)
Overhead costs	(19,586)	(14,438)
Profit / (Loss)	<b>58,346</b>	42,016
Tax	1,465	-
Reserves movement	(39,137)	-
Operating Profit / (Loss)	<b>20,674</b>	42,016
	<b>2023</b>	2022
Current Assets	<b>231,699</b>	151,157
Creditors	<b>(166,512)</b>	(106,642)
Net Assets	<b>65,187</b>	44,515
Profit and Loss account	<b>65,187</b>	44,514
Share Capital	<b>1</b>	1
Total Shareholder's funds	<b>65,188</b>	44,515

**18. Related Party Transactions**

The 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), established during 2012/13, and shares a minority of its Trustees with the CCT. £1.3m was received from Churches Conservation in 2022/23 (2021/22: £1m). A grant of £1m was paid to Churches Conservation in 2022/23 (2021/22: £1.1m).

As at 31 March 2023, CCT had a creditor balance of £1.0m (£1.1m at 31 March 2022) and a debtor balance of £1.3m (£1m at 31 March 2022).

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

Income of £162,426 was received from CCTEL in 22-23 and expenditure of £7,598 was paid to CCTEL from CCT.

As at 31 March 2023, CCT had a debtor balance of £120,410 due from CCTEL and a creditor balance of £41,414 due to CCTEL.

**19. Post balance sheet events**

None.

## 20. Acknowledgements

The 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 Trust's sponsors (who provide its Statutory Grant), key funders, Trusts, Foundations, Friends of Churches, other organisations and individuals that in the year gave generously to the Trust. 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.

### The Trust's Key Sponsors

The Department for Culture, Media and Sport

The Church Commissioners

The Department of Education

National Lottery Heritage Fund

Cultural Recovery Fund

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The Loppylugs & Barbara Morrison Charitable Trust  
The Lord Belstead Charitable Settlement  
The Rochester Bridge Trust  
The Tory Family Foundation  
The WGFJM Charitable Trust

**Pledged gifts in wills**

Gifts in wills play an important and much valued part in supporting the work of the Trust. We would like to thank the following named donors and those who wish to remain anonymous for pledging a gift for the Trust in their wills, including members of our Legacy Giving Group:

Christopher Anderson  
Nigel Benford  
Darrell Buttery  
Richard Digby Day  
David Flemington

Paul Mollard  
Robert Perrin  
Howard & John Prescott  
John Peverley









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**CHURCHES CONSERVATION TRUST**

England & Wales - Charity number 258612

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# Accounts

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# **ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

*Presented to Parliament Pursuant to  
Section 57(21) of the Mission and Pastoral Measure 2011 (2011 No.3)*

July 2022





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July 2022



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The Churches Conservation Trust ('The Trust') is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract almost two million visitors a year. With our help and with your support they are kept open and in use – living once again at the heart of their communities.

Our aims are:

- **Supporting Communities To Use And Love Their Historic Places of Worship.**
- **Sharing Our Skills To Sustain Churches.**
- **Promoting The Value Of Our Shared Cultural Heritage.**



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## 1. CHAIR'S FOREWORD

It is a pleasure to be introducing the 2021/22 Annual Accounts of The Churches Conservation Trust (CCT) for the first time as Chair of Trustees. I would like to start by thanking my fellow trustee, Sue Wilkinson, for stepping in as Interim Chair last year after the sad death of Peter Ainsworth. Sue has provided steady leadership in what has been a challenging period.

We recently said goodbye to CCT Chief Executive Peter Aiers after his move to become Master and CEO of Charterhouse after 15 years at CCT. We all wish him the very best for his new role.

Alongside departures, CCT was fortunate to welcome new trustees in January of this year with the appointment Dr Oliver Cox and Inayat Omarji MBE, and Sir Simon Jenkins was reappointed to the board. I have been a trustee since 2013, supporting and guiding CCT through periods of change and growth and I am honoured and delighted to have been appointed Chair.

I am grateful to all those who continue to support us through challenging times, and it was with relief that we were able to re-open our churches to visitors after two lockdowns. The pandemic did, however, bring one unanticipated benefit in the shape of a £2 million grant from the Government's Culture Recovery fund which enabled us to carry out urgent and necessary repair work to 19 of our churches during the year.

Of course, we would not have been able to carry out any of our work without the support of our wonderful volunteers and communities who have continued with fundraising initiatives and activities, being advocates for our work and opening churches. Thank you to each and every one of you.

A lot has changed in the past two years, most notably with the technology we use to communicate with each other. In 2020, we saw the launch of CCT's live-streamed lectures, which have attracted a whole new audience and brought churches to people 'digitally' via Zoom. I am pleased to say that the lectures have continued and in addition to this, we have a new platform, CCTDigital.com, which hosts our new video content. All of this has contributed to our membership recruitment, which continues to rise.

The constant task of raising funds to repair and maintain churches was notably helped this year by the Garfield Weston Foundation, the Architectural Heritage Fund and the Elmley Foundation for major projects such as Sunderland, Lancaster and Worcester. We are very grateful for the donations and contributions made by Trusts, Funds, Foundations and individuals who support our work, and also for the continuing support of the National Lottery Heritage Fund. We are also very grateful to the Government's ongoing contribution through DCMS and to the Church of England, and in particular the Church Commissioners, who recognise the importance of the work we do to protect these wonderful historic places of worship.

It is clear that people care about heritage. Our most recent Annual Appeal highlighting the importance of heritage craft skills was our most successful appeal yet, reaching over £65,000, and I would like to thank all those who donated.

The Board is pleased to report that we have ended this year in a much better financial position than we had thought possible, thanks to the hard work of our former CEO, the Senior Management Team and our staff. We look forward to working with all our friends, volunteers and supporters to build on that success in the coming year.

## 2. INTRODUCTION

### **Who we are**

The Churches Conservation Trust is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract almost two million visitors a year. With our help and your support they are kept open and in use – living once again at the heart of their communities.

### **Constitution**

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 principally in Section 57 (21), is: 'the preservation, in the interests of the nation and of the Church of England, of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents so vested.'

### **Objectives and Activities**

The CCT cares for those parish churches which are of particular historic, architectural or archaeological merit and are vested in the CCT by the Church Commissioners to be conserved for the nation and opened to the public.

### **Strategic Aims 2019-25**

#### **1: Supporting communities to use and love their historic places of worship**

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

In order to deliver this first pillar of our strategy, we have devised a network of Local Community Officers who will create and maintain relationships with the communities around CCT churches. We will support communities to use their historic church and raise the funds necessary to keep it in good repair.

Our Conservation Team will continue to provide an excellent maintenance service to our historic churches and will manage a national list of repair priorities. This element of the strategy also allows the CCT to consider how we might support communities care for their historic places of worship beyond the CCT collection.

#### **2: Sharing our skills to sustain churches**

The CCT will develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. The initial areas of investment will be in Champing™, our consultancy work and the development of our fledgling maintenance service.

The Head of Enterprise will drive and develop the profitability of our commercial work. This role will also advise how we invest and develop flagship visitor churches.

#### **3: Promoting the value of our shared cultural heritage**

The CCT is concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We will develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship

remain relevant and important to society, the CCT will develop a learning programme to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the 356 buildings in our collection and of additional churches at risk coming into ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

### **DCMS and Church Commissioners Funding Agreement**

The CCT works to a Funding Agreement with its two main sponsors, the Department for Digital, Culture, Media and Sport and the Church Commissioners. We are extremely grateful for their support throughout the year and for the grant-in-aid without which the CCT could not function. The Agreement sits within the strategic plan and funding agreement targets are mapped into the priorities for the year.

Our funding and management agreement aims are to:

- support the delivery of the Culture White Paper;
- increase income through fundraising, philanthropic and commercial activities and continue to strengthen financial resilience;
- support the development of digital engagement;
- support the DCMS Single Departmental Plan in encouraging participation; growing the economy and sustaining excellence and promoting Britain;
- reflect the role of vested churches in the history and development of Christianity and their continuing witness to Christian faith; and
- commit £2 million over three years to take on, repair and open to the public newly vested churches.

### **Public Benefit**

The CCT meets its obligations through 'advancing arts, culture, heritage or science'. It manages and provides free admission to 356 historic buildings which are open to the public on a daily basis throughout the year and which are made available for community use. Some 1,800 members of the public usually volunteer for the CCT and many are provided with training and support as a part of this activity. All Trustees give their time voluntarily and receive no benefit from the charity. Expenses reclaimed from the charity are set out in the notes to the accounts.

### 3. REVIEW OF THE YEAR

When the pandemic struck in March 2020 we moved very quickly to have our staff work from home. The CCT immediately declared three Covid priorities for the organisation; Re-opening, Fundraising and Community Support, and these priorities remained in place for 2021-22.

Our Reopening Taskforce continued to provide guidance and training, process and risk assessments for staff and volunteers over the past year as the Government announcements and strategies for dealing with the global pandemic have evolved. Our aim was to return to business as usual in as many of our operations as possible.

The CCT is the result of an agreement between State and Church to protect church buildings that are historically significant. The Trust's remit is set out in Church legislation through the Mission and Pastoral Measure, and this governs our activity. Any change to this legislation is of significant interest to the organisation. In 2021 the Church Commissioners undertook a review of the Mission and Pastoral Measure, the main aim of the review being to consider how the legislation and processes associated with the Measure could be improved and simplified. Trustees were very grateful to be able to discuss the review face to face with the Commissioners, understand its impact on CCT and to subsequently respond formally to the consultation.

In January 2022 CCT was very pleased to receive the news that Her Majesty the Queen had approved the appointment of Elizabeth Peace CBE as Chair of the Churches Conservation Trust. Elizabeth has been a member of CCT's Board of Trustees supporting and guiding the charity through periods of change and growth. At the same time we were delighted to welcome two new trustees; Dr Oliver Cox, Heritage Engagement Fellow with Oxford University's Humanities Division and Inayat Omarji MBE who was instrumental in leading the development of All Souls, Bolton, one of CCT's flagship regeneration projects. We were also very pleased at the re-appointment of Sir Simon Jenkins FSA FRSL as trustee.

In its March 2020 budget, the government committed to moving 22,000 civil services jobs out of London and the South East by 2030. DCMS, and CCT as an arms-length body, is included in this remit. Our current lease expires in November 2022 and there is an expectation from DCMS that we will move at this date. The Board of Trustees considered the options in December and unanimously agreed to relocate CCT's national office to our Old Black Lion project in Northampton; the first floor is an appropriate size and can be designed to meet our needs, the costs savings are significant, and it provides an opportunity to showcase one of our regeneration projects as well as locate next door to one of our Grade I listed churches. CCT will rent commercial office space in Northampton on a short-term basis until the Old Black Lion project is completed, currently anticipated in spring 2024.

The outcome of the year, as in 2020-21, was much better than we could have envisaged at the start of the financial year when an easing of Covid restrictions was announced. The hard work of the team in strengthening our new sources of revenue, and the generous support of National Lottery Heritage Fund, Historic England and DCMS is to be particularly noted.

Highlights of the year include:

- £2.5m major repair programme, under the Heritage Stimulus Fund 2
- £120,800 from NLHF Cultural Recovery Fund 2 focussed on opening up our estate to visitors after lockdowns
- Completion of our major regeneration projects at Sunderland and Worcester
- Champing™ performed very well again – our best year ever
- Membership growth at highest level since the scheme began
- Launch of CCT Digital – our new digital channel
- Launch of CCT's staff Wellbeing at Work Policy alongside Mental Health Awareness week
- Placements provided for two young people under the Government's Kickstart scheme

## 4. AIM ONE: Supporting communities to use and love their historic places of worship

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

In order to deliver this element of our strategy, we devised a network of Local Community Officers who create and maintain relationships with the communities around CCT churches. We support communities to use their historic church and raise the funds necessary to keep it in good repair.

Our Conservation Team continue to provide an excellent maintenance service to our historic churches and manage a national list of repair priorities.

This element of the strategy also allows the CCT to consider how we might support communities to care for their historic places of worship beyond the CCT collection.

### Regions

In April, following the Government's announcement of the roadmap to easing Covid-19 restrictions, regional teams spent the spring preparing to **open CCT church doors** for general visiting. This included the regular six monthly check visits which support compliance with Health and Safety and refreshing visitor materials. By May, 305 churches were open and promoted for general visiting and by September, 335 churches were open. This represents 94% of the estate, demonstrating stronger than pre-pandemic levels of opening, a situation that continued for the remainder of the year.

Local Community Officers have continued with the longer-term work of co-creating **Church Plans** with communities. With restrictions easing, face-to-face community engagement has been focused on creating community-supported plans for churches. Given the strong focus of this work, we developed a summary of the Church Plan rationale and process for staff, our volunteers and external audiences. This has been published on our website.

Alongside Local Community Officer engagement with volunteers and community members through Church Plans, we continued to deliver our national strategy for **Community Engagement and Volunteering**. We have increased communication, introducing a national bulletin in response to feedback, and holding two well attended virtual events which included volunteer reward and recognition. We are very grateful to the Marsh Christian Trust who support our Volunteer Awards for another year. Again, in response to feedback regional staff have supported county-based volunteer gatherings to enable peer to peer support and best practice sharing. The 2021 Volunteer Survey delivered by Survey Monkey ran from July through to October and we have spent time reviewing the results, following these up with staff and volunteer focus groups, and forming a plan for improvements to volunteer and community member support in 2022-23.

The CCT is not able to function without the commitment of the communities and volunteers that surround our churches. The support and enthusiasm from volunteers has remained during this difficult time, ensuring that that our collection of historic church buildings can be used and loved in to the future, and we wish to record our very grateful thanks.

### Fundraising and Membership

The Fundraising Taskforce convened in response to Covid-19 in April 2020 continued to co-ordinate and drive communications and fundraising activities in this financial year. Activities and communications are planned around three seasons: Autumn (including Heritage Open Days), Christmas, and Spring/Summer (which in 2022 will focus on the Jubilee). We published a series of 'How To Guides' covering a range of regional fundraising activities and a timetable of "Clinics" for our Local Community Officers. The Taskforce also supported Local Community Officers to seek

local funding as our financial contribution to the programme the Heritage Stimulus Fund Round 2 programme of repairs.

Our **online lectures**, started in May 2020, continue to go from strength to strength. These weekly lunchtime lectures, hosted on CCT's Facebook page, see 200 – 600 live participants each week, with subsequent views often exceeding 6,000. There is a membership ask as part of the lectures and we use the 'text to donate' codes as a way of raising unrestricted income. Largely as a result of our online presence, we were delighted to reach the historic milestone of 3,000 members in April and finished the year with 3,827 members. To support member retention, we launched our monthly members' only exclusive online lecture series in June, which have been well received. This significant virtual activity led to the launch of [CCTdigital.com](https://www.cctdigital.com) in November, an online video platform which acts as a library of all past lecture content and hosts member exclusive content.

The monthly **Members' e-newsletter** continues to be popular and in March we launched an additional membership type, Church Based membership. This membership enables supporters to nominate 50% of their membership fee to support the care of a specific CCT church and will be an important tool in growing church based income.

Our **Annual Appeal, Heritage Skills**, promoting CCT's conservation work and highlighting the importance of traditional building crafts and skills launched in June. The appeal has been our most successful ever, raising just over £65,000 excluding gift aid.

Overall, our total number of supporters (comprising members, volunteers, donors over £5 and recipients of our supporters' e-newsletter) finished the year at 8,261. This provides us with confidence that we will reach our KPI of 10,500 by March 2025.

Our legacy work continues to grow with total legacy income received in 2021-22 at £283,000. We finished the year with over 50 known legacy pledgers.

## Conservation

The first months of the year were challenging for conservation staff following the sudden death of a much valued and respected colleague, but the team remained focussed on ensuring completion of the HSF1 programme of repairs. A second application for a **Heritage Stimulus Fund** grant (HSF2) in August was successful to the tune of £2 million allowing us to undertake major programme of repair in excess of £2.5 million. This saw 19 churches receive a funding for urgent repairs, once again mainly focussed on roofing and masonry work, with 84% of spend achieved by the year end against Historic England's target of 80%.

Our three-year **Maintenance Term contracts were re-tendered** in the West region to ensure we continue to receive value for money. We also obtained condition reports on a third of our estate, which will inform our estate liability review in 2022-23.

## Regeneration

Following numerous delays as a result of Covid and considerable increases in costs, our major repairs at **Sunderland and Worcester were completed** by the end of the year. Uplifts in funding for both projects were received from the NLHF. Holy Trinity in Sunderland was handed over to the operational team and opened to the public in March. Worcester will be open to the public in Spring 2022.

The tender for the capital phase of repair and adaptation for community use at **St Peter, Sudbury**, funded by the NLHF was awarded in March, with the work planned to start in May and completed in March 2023.

**St Peter's and the Old Black Lion** regeneration project in Northampton received planning and listed building consent in December just as Trustees decided that CCT's national office should be relocated there. Redesign of the site layout to accommodate our office has been completed and revised consents applied for following staff consultation. We received confirmation of £365,000 of

funding from West Northamptonshire Council and £110,000 from the Architectural Heritage Foundation for the remaining fundraising required for this £2.7million project.

At Lancaster St John we have been exploring two different approaches to the sustainability of this site – community reuse run by CCT and an enterprise hub run by a third party – using a grant of £19,000 from the Architectural Heritage Fund. Lancaster & District Chamber of Commerce are keen to partner as end operator for the latter model. Partnership and consultation with local stakeholders and the community, including the Lancaster Civic Society, has been strengthened by a series of open days and a public exhibition in September. We also received an anonymous donation of £20,000 towards the project. With the encouragement of the NLHF a stage 1 application for project funding will be submitted in 2022-23.

## **Finance and ICT**

We have launched an organisation-wide **Digital Transformation Programme**, reviewing five key systems. This work commenced with a comprehensive consultation process with all staff to determine the priorities and challenges of our Digital Transformation Programme. The intel gathered has been analysed and interpreted in line as Epics and User stories to support the programme delivery in an Agile framework, in keeping with GovS-002 and industry best practice. The programme has begun in earnest, with both the HR systems and the Website projects underway.

The Information Governance Manager led the team in the backend implementation of the new **church based membership scheme**, working cross-functionally with stakeholder teams and liaising direct with software developers. The project has seen a successful launch, with further iterative developments ongoing post-launch to streamline integrations between the website and CRM.

We have welcomed a **new IT Officer** to the team, meaning dedicated internal resource for day-to-day IT management is now in place. This fills a long-vacant post and provides further support at a time of significant change. The IT Officer will ensure secure deployment and monitoring of new software solutions in the Digital Transformation Programme. They will also deliver training and support for business systems through video content and monthly clinics.

The Finance team has supported numerous cross organisational projects during the year, notably: the introduction of finance systems for our major projects at Worcester and Sunderland; the full roll out of church based membership scheme and numerous Covid related grant applications.

## **5. AIM TWO: Sharing our skills to sustain churches**

The CCT will develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. The initial areas of investment will be in Champing™, our consultancy work and the development of our fledgling maintenance service.

The Head of Enterprise will drive and develop the profitability of our commercial work. This role will also advise how we invest and develop flagship visitor churches.

### **Major Footfall Sites**

Much work has been put into the Enterprise aspect of major footfall sites during the year – as well as supporting projects that are operational or just launching, with oversight of business plans and integration of systems and processes that will make revenue generation easier, support has also been given to teams developing future projects at Lancaster and Sudbury. Additionally the Major Project Governance Board has been set up this year in order to give operational oversight as well as work on issues that are common to each project. The search for, and selection of, a suitable operating partner for the Old Black Lion public house has seen a particular focus in the latter part of the year.

### **Champing™**

This year Champing has been particularly successful showing the strongest performance since launch in 2016, generating just over £86,000 of net revenue against 573 bookings. Additionally, Champing contributed 253 new members to the CCT over the year.

CCT would like to expand the Champing franchise operation in the short-term. Whilst the revenue generated through franchising is low, margins are generally higher, and it offers a good alternative channel for community groups to generate their own income to support their historic place of worship. Despite Covid an additional two franchise sites were offered over the season, as well as the groundwork being laid for more expansion in future seasons. There is currently a pipeline of at least 12 further franchise sites for the coming season, with another two new partner sites already signed up.

### **Consultancy**

Consultancy revenue has increased over the year, with over £70,000 of income being bought in by teams across the organisation. All this contributes to a solid year-end performance for Churches Conservation Trust Trading Enterprises Limited. In particular the Regeneration team has been awarded a number of Heritage Action Zone consultancy contracts to deliver traditional building skills training to communities, owners and sector practitioners, following our very successful work in Sunderland.

### **Historic Chapels Trust**

The CCT has continued to support the Historic Chapels Trust over the last year, managing the buildings as well as supporting the Trustees. Towards the end of the year we provided information to support an Expression of Interest to the NHMF's Cultural Assets Fund programme, which we hope will be successful.

## 6. AIM THREE: Promoting the value of our shared cultural heritage

The CCT is concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We will develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society, the CCT will develop a learning programme to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the 356 buildings in our collection and of additional churches at risk coming into ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

### Learning and Interpretation

Through funding from the Department for Education, via Historic England, we have continued to support the equivalent of three full time **Heritage Learning Officers** who work with schools to bring young people into our church buildings. The programme has now been going for ten years, allowing us to build relationships with schools, teachers and learning networks, as well as more recently providing popular family learning programmes in our major footfall sites.

Our Learning and Participation team experienced a slow start to the year due extended lockdown restrictions, but were able to start delivering activities in-church and as outreach over the summer months. School activities built back up as confidence increased throughout the year. At year end, 74 school sessions had been delivered against a target of 72. This compares to just nine sessions in 2020-21.

We have seen a steady uptake of our online and remote resources throughout the year. For the Heritage Open Days theme, '**Edible England**', the team created a resource pack to support community events, focussing on use of herbs and flowers in England throughout the ages. For Christmas, a virtual advent calendar was produced featuring seasonal images from our collection with a brief introduction to each. Throughout the year we have also run a cross- functional Interpretation and Presentation Standards Working Group which has reviewed the challenges and opportunities for a revised approach to engaging with our churches.

We were delighted to learn that Tyler Wallace, 20, from South Shields, was awarded Trade Apprentice of the Year 2021 in the Constructing Excellence North East G4C Awards in November. Tyler joined Historic Property Restoration Ltd in 2019 on an apprenticeship, run in partnership with CCT, working on our Sunderland regeneration project. Initially working across a range of mainstream and specialist heritage trades, he discovered a passion and flair for stonemasonry. As a result of his drive, commitment and growing skills, Tyler was taken on permanently with HPR Ltd and has begun specialist stone masonry training at York College.

## 7. PERFORMANCE AGAINST TARGETS

### Key Performance Indicators

The CCT uses targets to measure progress against strategic aims and to demonstrate trends over time. The table below shows national targets and performance against them.

<b>Supporting communities to use and love their historic places of worship</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2021/22 Target</b>	<b>2021/22 Actual</b>
<b>1</b>	85% of volunteers and communities around our churches feel well supported by the CCT by 2024	Taking the annual Volunteer Survey and expanding our audience for it, this should include incumbents. Baseline: The annual survey provided that 38% of volunteers felt well supported by the CCT	Volunteer survey: 55% of volunteers feel well supported by CCT	49% of volunteers feel well supported by CCT
<b>2</b>	A further £700k of church based funding is generated every year by 2024	Church based income baseline (2018/19): £492,655	£542,333	£497,318 (92%)
<b>3</b>	To increase our annual regular maintenance expenditure to over £1m by 2024	Amount spent on regular maintenance annually. Baseline (2018/19): £526,559	£573,635	£698,530
<b>4</b>	We will deliver the 15 priority projects by 2024	Progress against the project list as agreed by SMT and Board of Trustees	Progress against the project list as agreed by SMT and Board of Trustees	Top 15 (tier 1): 8 (11 in total)  (tier 2): 4 complete (5 in total)

<b>Sharing our skills to sustain churches</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2021/22 Target</b>	<b>2021/22 Actual</b>
<b>5</b>	Achieve our 5 year commercial target	Progress against the commercial plan to be devised by the Head of Enterprise once appointed	Develop Commercial Plan	Plan signed off by CCTEL Directors and Board. £42,016 profit
<b>6</b>	Work with 50 communities outside the CCT collection over 5 years	Number of communities worked with as part of consultancy work or partnership working	Target: 10	18
<b>Promoting the value of our shared cultural heritage</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2021/22 Target</b>	<b>2021/22 Actual</b>
<b>7</b>	Achieve 2 million annual visitors per year	2018/19 baseline: 1.7m visitors	1.80m visitors	Apr '21-Sep '21: no data due to Covid Oct '21 - Mar '22: 476,414 (Extrapolated annual figure 950,000)
<b>8</b>	Grow CCT supporters to 10,000 by 2024	Numbers of supporters recorded on CRM 2018/19 baseline: 2,060 members	5,000 members	8,261
<b>9</b>	Grow digital audience by 250% by 2024	Baseline figures: Twitter 13,000 LinkedIn 2,500 Instagram 2,500	42,223	48,077

## 8. SUSTAINABILITY

Since 2011/12 public bodies are obliged to include a sustainability report within the annual report and accounts unless the body falls under the de-minimus threshold for reporting of 50 full time equivalent staff or floor space of less than 1,000 metres. As CCT's floor space is less than this threshold we are not required to include a report, however, further details of our work can be found below and on our website.

CCT works in partnership with all kinds of community groups to support them in caring for redundant places of worship and finding sustainable new uses. Our aim is to ensure these special buildings remain conserved, in use, and at the heart of their communities. Our approach is to promote sustainable stewardship of historic churches, so that problems of decay and redundancy are tackled before they become overwhelming. Our projects also use locally sourced materials and sub-contractors as far as is practical in our repair, conservation and regeneration programmes.

### **Churchyard Policy**

Our churchyard policy is particularly focused on conservation of wildlife and the natural landscape. It has been adopted across all our vested churchyards, c. 70 across England. In some urban places, our churchyards are one of the key green spaces remaining.

Lead Local Community Officers and Local Community Officers, along with Conservation and Regeneration Project Managers, are working with local communities to re-wild our churchyards. We always include bat slates when reroofing or repairs the roofs of our churches, for example most recently at Aldwincle All Saints, and Little Hormead St Mary. We have installed bat boxes in many locations, for example St Peter's Northampton.

### **Wildlife Management**

As part of all our projects we commission surveys and monitoring work to ensure that protected species – such as bats and birds – are not adversely affected by our programme of repair and conservation. We include mitigation and enhancement schemes, where required, in all our projects.

### **Energy Saving**

We monitor energy consumption at all our sites to identify periods of high energy consumption and develop strategies for how we can recover income and reduce waste. New and more efficient heating systems at Sound & Art at St Swithun's, Worcester and at Seventeen Nineteen in Sunderland – two of our major projects – are now operational.

At St Peter's Sudbury we are updating the boiler, and doing some repairs to the external boiler house to ensure the heating system is more energy efficient.

For CCT's new vesting at Brougham, St Wilfrid's, the Conservation Team are commissioning a Services Engineer to report on a number of options for the church which currently has wall-mounted gas heaters. We are asking them to estimate the capital and operating costs of alternate replacement options to include their respective conservation and operating benefits and dis-benefits, and their embodied and operational carbon emissions. We are asking them to consider on-site renewable heat and/or energy.

The Conservation Team have been creating a brief for a Sustainability Consultant to work on North Hill, our new vesting in Cornwall. This project will look at producing a carbon lifecycle assessment for all stages of the churches life from the embodied carbon from its construction and adaptation over the last 700 years, including the current repair project, to the operational carbon involved in its ongoing use and maintenance.

### **Conservation Repair and Maintenance**

The Conservation Team is the national team responsible for the care, maintenance and repairs of the CCT estate of 356 highly listed historic churches across England. The annual maintenance

and repair programmes are delivered through frameworks of local contractors and, as much as possible, local consultants and specialist conservators.

Our maintenance and repairs are guided by conservation principles, which have at the core, the use of traditional and local materials and crafts. We have delivered a grant-funded programme of capital works, mostly focused on re-roofing and masonry repairs of c. £2.5m across 19 sites through the Heritage Stimulus Fund. This has seen the repair and conservation of historic churches in 17 counties across the country. The programme, by supporting and creating jobs, has provided vital support and financial stimulus to the heritage sector and rural economies.

### **Minimising Loss of Original Fabric and Sustainable Design**

Carrying out the minimum amount of work required to conserve our sites is a guiding principle in developing conservation and regeneration projects. We have followed this approach on site at our major projects – St Swithun’s Worcester, Seventeen Nineteen in Sunderland and St Peter’s Sudbury – as well as in the repair projects commissioned through the Heritage Stimulus Fund, described above.

We also promote reducing waste and recycling at all our sites and activities. For example, our ID cards and holders are biodegradable and our lanyards bamboo.

### **Craft / Heritage Skills**

A heritage craft skills apprenticeship is being delivered at St Peter’s, Sudbury, as part of the building contract there, alongside six work experience placements.

Our heritage craft skills programme at Seventeen Nineteen was completed in 2021-22. It provided three apprentice opportunities and a number of work-based placements for students as well as over 15 workshops engaging people in craft skills.

We are recruiting an apprentice at Sound & Art St Swithun’s in Worcester.

We have undertaken various heritage craft skills workshops as part of our HAZ consultancy work with in Hexham, Sunderland, Hartlepool and North Tyneside. We have employed skilled local contractors on all of our Heritage Stimulus Fund repair projects.

### **People and Communities**

We develop and deliver regeneration and conservation projects that contribute to more resilient and cohesive communities and provide our buildings with a sustainable future. Roles such as the Estate Officer, Regeneration Officer, Heritage Learning Officer, and Local Community Officer support volunteers in caring for their churches, providing training and specialist advice. We deliver workshops on conservation cleaning, fundraising, working at height, the importance of maintenance, business planning, and in the use of traditional lime. We also work with schools, college and universities.

We supported communities outside of the CCT estate through our consultancy work at Stowlangtoft in Suffolk, the Unitarian Chapels at Bridgewater and Whitby, All Saints Maidstone, Stockton-on-Tees, and with students at UCL.

Through the Find a Use Manchester project we have supported communities and diocese in the North-West to find beneficial new uses for closed church buildings.

### **Sustainable Travel**

Travel by car dropped by over 50 percent during the Covid-19 pandemic. The decline in travel throughout the Trust has been mostly sustained during 2021/2022 by continuing with virtual meetings. We support cycling to work schemes and encourage our staff to use sustainable transport as much as possible.

Our staff are mostly based within the geographical area of their remit, so to maximise efficiency in costs and resources, and minimise environmental impact from extensive travel. Our national teams, such as Conservation and Regeneration, work close to the projects they manage.

## 9. FINANCIAL REPORT

### Income

In the year ending 31 March 2022, overall income stood at £11.7 million, 39% up on the £11.1 million received in 2020/21. Increases were most apparent in grants, especially from the National Lottery Heritage Fund and Heritage Stimulus Fund.

Grant-in-Aid from DCMS and the Church Commissioners provided 38% of income at £4.4 million (2020/21: £4.2 million, 38%).

Non-statutory grant income increased by 6% to £5.3 million from £5.0 million. This figure comprises grants from trusts and foundations for specific projects, together with grant income from Churches Conservation. Grants are recognised in our accounts under charity SORP accounting rules and the CCT moves into 2022/23 with a healthy pipeline of externally-funded projects. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs, dropped from £835,000 to £493,000, reflecting the reduction in eligible repairs carried out in 2021/22.

Donations rose by 22% compared to our 2020/21 performance to finish the year at £597,000 (2020/21: £490,000). Unrestricted donations rose by 56% to £429,000 (2020/21: £275,000). This £153,000 increase was due to our churches opening up after Covid restrictions being lifted. Within this figure, Wall safe income showed significant growth, reaching £76,000, up from £29,000 in 2020/21.

Legacies brought in a welcome £283,000 in the year, up from £223,000 in 2020/21. Of this total, £248,000 was unrestricted income (up from £182,000 in 2020/21).

Earned income rose by £85,000 (15%) to reach £663,000 (2020/21: £578,000). Of this total, £659,000 was unrestricted, up from £340,000 in 2020/21. Within Earned Income, hire fees showed the biggest increase, reversing the large Covid related fall in 2020/21. Hire fees generated £135,000 up from £42,000 in 2020/21. Other income within this category that grew significantly in the year include: rental fees, up £35,000 to £110,000; Supporters scheme fees, up £35,000 to £127,000 and champing income, up £44,000 to £86,000.

Total Group unrestricted donations and earned income, the growth of which is a key part of our financial strategy to increase our income base, rose by £473,000 (77%) to £1.1 million from a Covid-impacted £615,000 in 2020/21. These results include income generated via the CCT's trading subsidiary.

### Expenditure

91% of the CCT's expenditure went on frontline projects to repair churches and support communities (2020/21: 92%). At £8.3 million, 'Church repairs and maintenance' continues to be the main call on our funds. This is no change on the previous year figure of £8.3 million.

£2.1 million (2020/21: £1.9m) was spent on 'Supporting volunteers and communities, keeping churches open' and £1 million or 9% (2020/21: £0.9m) 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.

The Trustees consider £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.

The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

### *Restricted Reserves*

Although the CCT's total reserves at 31 March 2022 are shown as £1.9 million (2020/21: £1.6 million) on the Statement of Financial Position, all but £781,000 (2020/21: £431,000) 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'. As at 31 March 2022, the CCT had free reserves of unrestricted funds, less the carrying value of fixed assets, of £781,000 (2020/21: £431,000).

Although our free reserves are currently above the target level of £500,000, Trustees consider the current figure acceptable especially considering the impacts of Covid-19. Trustee will be updating the reserves policy to take this into account during 2022/23. 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 investment of permanent endowments in broadly based funds. Deposit funds are split between the Central Board of Finance of the Church of England Deposit Fund, Bath Building Society, Nationwide Building Society, Scottish Widows Bank and Virgin Money. Permanent Endowment funds are invested with Investec Wealth and Investment.

SMT, with Trustees' approval, monitor and regularly review the Trust's investment strategy.

## **Register of Interests**

The CCT maintains a register of Trustees' interests which is available for inspection at the CCT's offices on application to the Chief Executive.

## **Registered Office**

Society Building, 8 All Saints Street, London, N1 9RL.

## **Auditors**

The CCT's auditors are Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS. The auditors are re-appointed 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.

## Legal Advisers

Charles Russell Speechleys, 5 Fleet Place, London EC4M 7RD.

Church Commissioners Legal Office, Church House, Great Smith Street, London, SW1P 3AZ.

## Remuneration of Senior Managers


	Pension Benefits (to nearest £1,000) 2021-22	Pension Benefits (to nearest £1,000) 2020-21	Accrued pension at 31/03/2022 £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/ 2022 £'000	CETV at 31/03/ 2021 £'000	Real increase in CETV £'000
Peter Aiers Chief Executive (to 22 March 2022)	33,000	33,000	20-25	0-2.5	334	300	15
Sarah Robinson Interim Chief Executive / Director of Conservation	18,000	32,000	20-25 (plus a lump sum of 10-15)	0-2.5 (plus a lump sum of 0)	365	336	9
Stuart Popple Finance Director	27,000	27,000	15-20	0-2.5	201	179	13
Marian Carson Director of Operations	25,000	25,000	0-5	0-2.5	35	21	9

'The Cash Equivalent Transfer Value (CETV)'. A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

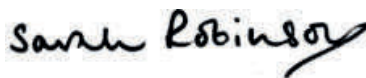
The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

'Real increase in CETV'. This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Signed on behalf of the Trustees on: 21 June 2022



**Elizabeth Peace CBE**  
Chair of the Trustees



**Sarah Robinson**  
Acting Chief Executive

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

The CCT is a sponsored body of the Department for Digital, Culture, Media and Sport. 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 Digital, 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 Digital, 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.

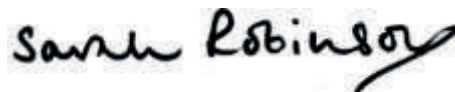
The Accounting Officer for the Department for Digital, Culture, Media and Sport has designated the Chief Executive of The Churches Conservation Trust as the Accounting Officer for the CCT.

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' Memorandum, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on: 21 June 2022



**Elizabeth Peace CBE**  
**Chair of the Trustees**



**Sarah Robinson**  
**Acting Accounting Officer**

## 10. 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 is 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 them in Government Accounting.

### Corporate Governance

The CCT is governed by a board of Trustees, including the Chair. The Trustees are appointed by Her Majesty the Queen, 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*

The Trustees during the year were:

Elizabeth Peace CBE	Chair (from March 2022) and Chair of the Finance and Audit Committee
Sue Wilkinson	Acting Chair to March 2022
Carol Pyrah	Chair of the Conservation Committee
Dr Oliver Cox (from January 2022)	
William Donaldson	
Canon Revd Tim Goode	
Edward Harley OBE, DL	
Sir Simon Jenkins	
Inayat Omarji (from January 2022)	

The Board delegates some issues to its Finance and Audit Committee, Conservation Committee, and Health and Safety 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 2022, 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 100% (2020/21: 100%).

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 three Trustees: Elizabeth Peace (Chair), William Donaldson, Edward Harley and one external co-optee. It reviews: key risks and controls; the management of resources through review of the latest management accounts and end of year reserves predictions; and receives reports from management and the internal and external auditors on key risk areas. It also approves the final accounts subject to signing 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 is chaired by a Trustee (Carol Pyrah) and comprises relevant experts, and senior representatives of other conservation organisations. It advises the Board on significant conservation and development matters relating to its 356 historic buildings. Having an expert Committee at such a high level in the CCT's governance protects the organisation against legal, reputational, and other risks associated with the management of a large historic estate.

### *Highlights of Board Reports*

During the year, the Board of Trustees approved: updated KPIs; the 2021 annual report and accounts; relocation of the national office to Northampton; a new Equality, Diversity and Inclusion Committee and terms of reference; expenditure on a number of repair projects including Saintbury, Stonham Parva, North Huish, Chiselhampton and Sudbury. The Board also approved the annual Health and Safety report, and the plan and budget for 2022/23.

### *Management Structure*

Trustees employ a salaried Chief Executive to manage the organisation and implement the strategic objectives. The Chief Executive has a senior management team comprising a deputy chief executive and two other directors with specific regional and/or operational responsibilities. 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 acting Chief Executive Officer is Sarah Robinson.

### *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 three-yearly 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 senior management team also meet on a quarterly basis with Officers of the Church Commissioners and DCMS 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. For 2021/22, no substantive weaknesses were raised (2020/21: zero) which provided the CCT with additional comfort over its internal controls. The CCT's rolling three year internal audit plan considers strategic and operational risks and has been approved by the Finance and Audit Committee. It is updated annually to confirm audit prioritisation. All reports and management actions were 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 2022 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 2021/22 no cost of living pay award or separate non-consolidated organisational bonus was paid to staff (2020/21: none). All pay awards are subject to Trustee approval.

### *Gender Pay Gap*

As at 31 March 2022 the CCT had a mean gender pay gap of 5% (March 2021: 8%). The median figure was 11% (March 2021: 5%). The below table illustrates the proportion of Female and Male employees in each pay quartile.

	Women	Men	Total	% Women in Quartile	2020: % Women in Quartile
Top Quartile	10	8	18	56%	56%
Upper Middle Quartile	10	9	19	53%	67%
Lower Middle Quartile	15	4	19	79%	72%
Lower Quartile	13	6	19	68%	65%
<b>Total</b>	<b>48</b>	<b>27</b>	<b>75</b>	<b>64%</b>	<b>65%</b>

### *Senior management remuneration*

As at 31 March 2022, the highest paid director was paid in the £60,000 to £70,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £25,507, was 3.3 (2020/21: 3.2). The senior management team is defined as the directors of the CCT, and comprises the following roles: Chief Executive (vacant at 31<sup>st</sup> March), Deputy Chief Executive/Director of Conservation, Finance Director and Director of Operations. The total remuneration of senior management was £401,518 (2020/21: £396,350).

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.

### *Civil Service compensation scheme exit packages*

Exit Package Cost Band	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	0
£10,000 - £25,000	0	0
£25,000 - £50,000	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

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.

### *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. The total number of employees who were relevant union officials during 2021/22 was zero (2020/21: zero). As such zero time and zero remuneration was spent on facility time during the year (2020/21: zero).

### **Planning and Budgeting Process**

The senior management team compiles the CCT's business plan and budget on an annual basis. In 2018/19 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 Management Team (SMT).

SMT 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 analysis 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 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'. In addressing risks, the CCT will:

- **Take opportunities** - for circumstances where the potential gain seems likely to outweigh the possible downside;
- **Tolerate** - for unavoidable risks, or those so mild or remote as to make avoidance action disproportionate or unattractive;
- **Treat** - for risks that can be reduced or eliminated by prevention or other control action;
- **Transfer** - where another party can take on some or all of the risk more economically or more effectively (for example through insurance, sharing risk with a contractor); and
- **Terminate** - for intolerable risks, where it is possible for the organisation to exit.

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 prioritise 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, manage risk efficiently, effectively and proportionately.

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

### *The Risk Register*

- Departmental risk registers are reviewed at monthly team meetings to ensure risks are considered. The teams are: the three regions, Conservation, Enterprise, Regeneration, Communications, Fundraising, and Finance and ICT. Any departmental risk of severity 12 or more, or an impact of 5 is reported to SMT for consideration in the national risk register.
- SMT formally review risks on a quarterly basis and prior to preparation of the Finance and Audit Committee papers. SMT considers departmental risk registers on a rotational basis.
- The Finance and Audit Committee formally review the risk register every six months.
- The Board of Trustees review the risk register annually, prior to the accounts being signed off, in order that the Governance Statement can be signed.

### *Covid 19*

At this point in time it is not possible to fully consider the ongoing impacts arising from COVID-19, however the Trustees have considered the possible risks and have put in place measures to maintain income and reduce future expenditure if required. The position will be kept under constant review and the Trustees will as required take necessary steps to ensure the group continues as a going concern.

### *Whistleblowing*

The CCT is committed to the highest standards of accountability and transparency. A whistleblowing policy is in place that encourages staff to raise issues. Various reporting mechanisms are in place for staff including direct access to our internal auditors.

### *Information Management*

The CCT is registered with the Information Commissioner's Office. The CCT suffered no significant protected personal data incidents during 2021/22 (2020/21: 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 honesty, 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 Institute of Fundraising and follow the Fundraising Code of Practice. In 2021/22 there were no failures to comply with standards (2020/21: zero), no complaints were received

directly and no requests 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 volunteers and friends groups. With the exception of legacies, 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 from our website.

#### *Sickness Absence Disclosure*

During the year, staff were off work due to sickness for a total of 218 (2020/21: 123), an average of 2.9 days (2020/21: 1.7) per staff member. These figure exclude long term sickness. If long term absences are included, the total rises to 345 (2020/21: 188 days).

#### *Consultancy and Contingent Labour Spend Disclosure*

During the year-ending 31 March 2021, £81,124 (2020/21: £15,762) was spent on consultancy. £59,420 (2020/21: £105,320) was spent on temporary staff.

#### *Tax Assurance Disclosure*

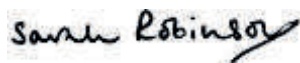
Following the Review of Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2012, Government departments and their arm's length bodies must publish information on their highly paid and/or senior off-payroll engagements. For the year ending 31 March 2022, the 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 the 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.

Risk management is an on-going process and will continue to be integral to strategic and operational planning and to the delivery of the objectives and targets of the CCT. Risk management practice and procedure will also continue to be reviewed and developed in order to ensure effective control, good management and accountability. No significant control issues arose during the year.



**Sarah Robinson**  
**Accounting Officer and acting Chief Executive**

## **11. INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES**

### **Opinion**

We have audited the financial statements of Churches Conservation Trust ('the parent charity') and its subsidiary ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Comprehensive Income, the Statements of Financial Position, the 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 the parent charity's affairs as at 31 March 2022 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 Charities Act 2011.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the 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 or the 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 the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

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 Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Report of the Trustees; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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 17, 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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, anti-money laundering regulation, non-compliance with implementation of government support schemes relating to COVID-19.

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 Charities Act 2011.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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 income recognition 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](http://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 trustees as a body in accordance with Part 4 of the Charities (Accounts and Report) Regulation 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Signed:

  
Mazars LLP (Jul 1, 2022 17:55 GMT+1)

Mazars LLP

Chartered Accountants and Statutory Auditor

2<sup>nd</sup> Floor, 6 Sutton Plaza, Sutton Court Road, Sutton, SM1 4FS

Date: 01-Jul-2022

## 12. FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022	Total 2021
Notes	£	£	£	£	£
<b>INCOME</b>					
Donations & Legacies	676,410	202,757	-	<b>879,167</b>	712,825
Income from Charitable Activities	4,917,007	5,266,589	-	<b>10,183,596</b>	10,019,883
Income from Investments	158	19,064	-	<b>19,222</b>	17,881
Other Trading Activities	659,307	3,553	-	<b>662,860</b>	353,566
<b>TOTAL INCOME</b>	<b><u>6,252,882</u></b>	<b><u>5,491,963</u></b>	<b>-</b>	<b><u>11,744,845</u></b>	<b><u>11,104,155</u></b>
<b>Expenditure on Raising Funds</b>					
Fundraising and Communications	(904,269)	(116,996)	-	<b>(1,021,265)</b>	(891,866)
<b>Expenditure on charitable activities</b>					
Church Repairs and Maintenance	(3,180,776)	(5,078,232)	-	<b>(8,259,008)</b>	(8,337,084)
Keeping Churches Open	(1,817,635)	(288,455)	-	<b>(2,106,090)</b>	(1,894,488)
Total charitable activities	(4,998,411)	(5,366,687)	-	<b>(10,365,098)</b>	(10,231,572)
<b>TOTAL EXPENDITURE</b>	<b><u>3 (5,902,680)</u></b>	<b><u>(5,483,683)</u></b>	<b>-</b>	<b><u>(11,386,363)</u></b>	<b><u>(11,123,438)</u></b>
<b>Net income / (expenditure)</b>	350,202	8,280	-	<b>358,482</b>	(19,283)
<b>Other recognised gains and losses</b>					
Unrealised gains	8 -	-	8,982	<b>8,982</b>	81,259
<b>Net movement in funds</b>	350,202	8,280	8,982	<b>367,464</b>	61,976
Balances brought forward at 1 April 2021	<b><u>430,564</u></b>	<b><u>551,311</u></b>	<b><u>586,216</u></b>	<b><u>1,568,091</u></b>	<b><u>1,506,115</u></b>
<b>Balances carried forward at 31 March 2022</b>	<b><u>780,766</u></b>	<b><u>559,591</u></b>	<b><u>595,198</u></b>	<b><u>1,935,555</u></b>	<b><u>1,568,091</u></b>

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

**STATEMENTS OF FINANCIAL POSITION  
AS AT 31 MARCH 2022**

		Group	Charity	Group	Charity
		2022	2022	2021	2021
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Intangible fixed assets	<b>6</b>	-	-	-	-
Tangible fixed assets	<b>7</b>	-	-	-	-
Investment in Subsidiary		-	1	-	1
Fixed assets investments	<b>8</b>	416,027	416,027	407,045	407,045
		<b>416,027</b>	<b>416,028</b>	<b>407,045</b>	<b>407,046</b>
<b>CURRENT ASSETS</b>					
Debtors	<b>9</b>	1,935,105	1,898,450	2,179,914	2,165,438
Cash at bank and in hand		2,080,614	1,966,112	1,312,647	1,266,542
		<b>4,015,719</b>	<b>3,864,562</b>	<b>3,492,561</b>	<b>3,431,980</b>
<b>Creditors</b>					
Amounts falling due within one year:	<b>10</b>	(2,496,191)	(2,389,550)	(2,331,515)	(2,273,434)
<b>NET CURRENT ASSETS</b>		1,519,528	1,475,012	1,161,046	1,158,546
<b>NET ASSETS</b>	<b>11</b>	<b>1,935,555</b>	<b>1,891,040</b>	<b>1,568,091</b>	<b>1,565,592</b>
<b>FUNDS</b>					
Endowment funds	<b>11</b>	595,198	595,198	586,216	586,216
Income funds (Unrestricted)	<b>11</b>	780,766	736,251	430,564	428,065
Income funds (Restricted)	<b>11</b>	559,591	559,591	551,311	551,311
		<b>1,935,555</b>	<b>1,891,040</b>	<b>1,568,091</b>	<b>1,565,592</b>

Approved and authorised for issue by the Trustees on: 21 June 2022

Signed on their behalf by:



**Liz Peace**  
Chair of the Trustees

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDING 31 MARCH 2022**

	<b>2022</b>	2021
	<b>£</b>	£
<b>Cash inflow / (outflow) from operating activities</b>		
Net income / (expenditure)	<b>358,482</b>	(19,283)
Adjustments for:		
Depreciation	-	357
Investment Income	<b>(19,222)</b>	(17,881)
Trade and other receivables	<b>244,809</b>	(674,467)
Trade and other payables	<b>164,676</b>	546,954
<b>Net cash inflow / (outflow) from operating activities</b>	<b>748,745</b>	(164,320)
<b>Cash flows from investing activities</b>		
Interest received	<b>19,222</b>	17,881
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>767,967</b>	(146,439)
Balance as at 1 April	<b>1,312,647</b>	1,459,086
Balance as at 31 March	<b>2,080,614</b>	1,312,647

## 13. NOTES TO THE ACCOUNTS

### 1.

#### (a) Accounting Policies

The accounts have been prepared in accordance with the Accounts Direction issued by the Department for Digital, 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 undertakings, all of which were prepared to 31 March 2022. The trading results of the subsidiary undertakings as shown in note 17 are consolidated on a line-by-line basis within the consolidated statement of comprehensive income.

#### (c) Income

Income from Charitable Activities includes Grant-in-Aid from the Department for Digital, Culture, Media and Sport amounting to £2,924,000 (2020/21: £2,788,000) and a grant from the Church Commissioners amounting to £1,500,000 (2020/21: £1,430,000). 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 Comprehensive Income on an accruals basis. The CCT is not registered for VAT and accordingly, expenditure is shown gross 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 the CCT and include the audit fees and costs linked to the strategic management of the 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 the 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 Digital, 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 account for the tangible fixed

assets by modified historic cost accounting 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) Intangible Fixed Assets**

Intangible fixed assets, intellectual property owned by the CCT, are included. They are capitalised at cost where they exceed a value of £1,000 and are depreciated over an estimated useful life of four years.

**(h) 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.

**(i) Finance and Operating Leases**

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

**(j) Heritage Assets**

The CCT maintains 356 (2020/21: 356) churches in support of the 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 the 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 the CCT and the users of these accounts. As a result, no value is reported for these assets in the 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 12 to the accounts.

**(k) Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. The defined benefit schemes 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. In respect of the defined contribution schemes, the CCT recognises the contributions payable for the year.

**(l) Taxation**

The 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**

**COVID-19**

The Trustees have reviewed detailed cash flow projections to 31 March 2023 and have agreed detailed budgets for the year ended 31 March 2023. 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 the 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. Comparative SOFA 2020/21**

	Unrestricted Funds	Restricted Funds	Endowment Funds	<b>Total 2021</b>
Notes	£	£	£	£
<b>INCOME</b>				
Donations & Legacies	457,242	255,583	-	<b>712,825</b>
Income from Charitable Activities	5,052,592	4,967,291	-	<b>10,019,883</b>
Income from Investments	533	17,348	-	<b>17,881</b>
Other Trading Activities	339,590	13,976	-	<b>353,566</b>
<b>TOTAL INCOME</b>	<b>5,849,957</b>	<b>5,254,198</b>	<b>-</b>	<b>11,104,155</b>
<b>Expenditure on Raising Funds</b>				
Fundraising and Communications	(808,538)	(83,328)	-	<b>(891,866)</b>
<b>Expenditure on charitable activities</b>				
Church Repairs and Maintenance	(3,365,431)	(4,971,653)	-	<b>(8,337,084)</b>
Keeping Churches Open	(1,675,075)	(219,413)	-	<b>(1,894,488)</b>
Total charitable activities	(5,040,506)	(5,191,066)	-	<b>(10,231,572)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (5,849,044)</b>	<b>(5,274,394)</b>	<b>-</b>	<b>(11,123,438)</b>
<b>Net income/(expenditure)</b>	913	(20,196)	-	<b>(19,283)</b>
<b>Other recognised gains and losses</b>				
Unrealised gains on investments	8 -	-	81,259	<b>81,259</b>
<b>Net movement in funds</b>	913	(20,196)	81,259	<b>61,976</b>
Balances brought forward at 1 April 2020	429,651	571,507	504,957	<b>1,506,115</b>
<b>Balances carried forward at 31 March 2021</b>	<b>430,564</b>	<b>551,311</b>	<b>586,216</b>	<b>1,568,091</b>

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 £	<b>2022 Total</b> £	2021 Total £
<b>Expenditure on Raising Funds</b>					
Fundraising and communications	517,979	58,109	445,177	<b>1,021,265</b>	891,866
<b>Expenditure on Charitable Activities</b>					
Church repairs and maintenance	843,352	6,990,670	424,986	<b>8,259,008</b>	8,337,084
Keeping churches open	1,279,833	270,371	555,886	<b>2,106,090</b>	1,894,488
<b>Total Charitable Activities</b>	<b>2,123,185</b>	<b>7,261,041</b>	<b>980,872</b>	<b>10,365,098</b>	10,231,572
<b>TOTAL EXPENDITURE</b>	<b>2,641,165</b>	<b>7,319,150</b>	<b>1,426,049</b>	<b>11,386,363</b>	11,123,438

The church repairs and maintenance figure above includes a grant of £1.1m (2020/21: £1.1m) 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. The Trustees neither received nor waived any emoluments during the year (2020/21: nil). One (2020/21: Zero) received reimbursements (£81) for travel and subsistence (2020/21: £nil). Unclaimed Trustee expenses for the year are estimated at £1,000.

Net income is stated after charging Auditors' Remuneration of £18,371 (2020/21: £19,740)

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint. £	Keeping churches open £	<b>2022 Total</b> £	2021 Total £
Staff costs	181,822	173,576	227,039	<b>582,437</b>	553,955
Office costs	115,151	109,928	143,788	<b>368,867</b>	264,631
Communications	25,492	24,335	31,831	<b>81,658</b>	44,403
IT costs	89,452	85,396	111,699	<b>286,547</b>	260,841
Professional consultancy	24,558	23,444	30,665	<b>78,667</b>	29,662
Depreciation	-	-	-	-	357
Governance	8,701	8,307	10,865	<b>27,873</b>	29,434
	<b>445,176</b>	<b>424,986</b>	<b>555,887</b>	<b>1,426,049</b>	1,183,283

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

**4. Salaries, Employment Costs and Expenses**

	<b>2022 Total £</b>	2021 Total £
Gross salaries	2,237,975	2,223,170
Social security costs	194,866	201,878
Pension costs	558,784	552,997
Travel expenses	105,657	37,715
Staff training	18,378	5,002
Recruitment costs	4,553	9,675
Staff admin costs	103,387	80,869
	<b>3,223,600</b>	<b>3,111,306</b>
Number of employees as at 31 March	76	73

As at 31<sup>st</sup> March three employees (2020/21: four) earned over £60,000 during 2021/22, with three salaries falling in the £60,000 to £70,000 band. Total remuneration for the senior management team in 2021/22 was £401,518 (2020/21: £396,350). The total number of employees on 31 March 2022 was 76 (FTE of 67) which includes 13 employees on fixed term contracts (2020/21: 16). There was one interim agency worker (2020/21: 0).

**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 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2021-22, employers’ contributions of £537,182 were payable to the PCSPS (2020/21 £528,431) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

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 2020/21 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 £20,024 (2020/21 £23,857) 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 £1,578 (2020/21 £708), 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.

## NOTES TO THE ACCOUNTS

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

### 6. Intangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Total £
At 1 April 2021 and 31 March 2022	191,301
<b>DEPRECIATION</b>	191,301
At 1 April 2021 and 31 March 2022	191,301
<b>NET BOOK VALUE</b>	
<b>At 31 March 2022</b>	-
<b>At 31 March 2021</b>	-

### 7. Tangible Fixed Assets

	Tenants' Improvements £	Furniture & Equipment £	<b>Total £</b>
<b>GROUP AND CHARITY COST</b>			
At 1 April 2021 and 31 March 2022	39,619	105,544	<b>145,163</b>
<b>DEPRECIATION</b>			
At 1 April 2021 and 31 March 2022	39,619	105,544	<b>145,163</b>
<b>NET BOOK VALUE</b>			
<b>At 31 March 2022</b>	-	-	-
<b>At 31 March 2021</b>	-	-	-

### 8. Fixed Asset Investments

	Permanent Endowment Funds £	Total Funds £
<b>GROUP AND CHARITY</b>		
At 1 April 2021	407,045	407,045
Sales	94,386	94,386
Purchases	(70,878)	(70,878)
Movement in cash	(23,508)	(23,508)
Net unrealised profit on revaluation	8,982	8,982
<b>At 31 March 2022</b>	<b>416,027</b>	<b>416,027</b>
Historic cost at 31 March 2022	255,361	255,361

The unrealised profit was calculated as a result of the CCT's annual revaluation of its assets.

## 9. Debtors

All amounts fall due within one year.

	2022 Group £	2022 Charity £	2021 Group £	2021 Charity £
Listed Places of Worship Grant Scheme	120,811	120,811	504,058	504,058
Due from grant giving bodies	1,016,665	1,016,665	1,385,569	1,385,569
Other debtors and prepayments	797,629	760,974	290,287	275,811
	<b>1,935,105</b>	<b>1,898,450</b>	<b>2,179,914</b>	<b>2,165,438</b>

## 10. Creditors

Amounts falling due within one year.

	2022 Group £	2022 Charity £	2021 Group £	2021 Charity £
Trade creditors	535,104	517,007	859,685	836,246
Accruals and deferred income	490,031	406,720	80,752	38,752
Grant payment due to Foundation	1,067,558	1,067,558	1,061,610	1,061,610
Other creditors	403,498	398,265	329,468	336,826
	<b>2,496,191</b>	<b>2,389,550</b>	<b>2,331,515</b>	<b>2,273,434</b>

The CCT paid 99.5% of supplier invoices within 30 days of receipt.

## 11. Funds

GROUP	Balance as at 1 April 2021 £	Income £	Expenditure £	Unrealised gains on investments £	Balance as at 31 March 2022 £
Unrestricted funds	<b>430,564</b>	6,252,882	(5,902,680)	-	<b>780,766</b>
Restricted funds	<b>551,311</b>	5,491,963	(5,483,683)	-	<b>559,591</b>
Permanent Endowment	<b>407,045</b>	-	-	8,982	<b>416,027</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,568,091</b>	<b>11,744,845</b>	<b>(11,386,363)</b>	<b>8,982</b>	<b>1,935,555</b>

CHARITY	Balance as at 1 April 2021 £	Income £	Expenditure £	Unrealised gains on investments £	Balance as at 31 March 2022 £
Unrestricted funds	<b>428,065</b>	6,432,245	(5,835,059)	-	<b>736,251</b>
Restricted funds	<b>551,311</b>	5,491,963	(5,483,683)	-	<b>559,591</b>
Permanent Endowment	<b>407,045</b>	-	-	8,982	<b>416,027</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,565,592</b>	<b>11,635,208</b>	<b>(11,318,742)</b>	<b>8,982</b>	<b>1,891,040</b>

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

**Expendable Endowment funds** comprise assets held by the 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 five church balances at 31 March 2022 relate to: Stirchley St James; Inglesham St John; Sudbury St Peter's; Shrewsbury St Mary; and Croome d'Abitot St Mary Magdalene.

## 12. Heritage Assets

The CCT maintains 356 churches which have been acquired since the 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 the CCT's already limited finances. Every three years, one third of the CCT's estate is reviewed for repair liabilities.

**Additions in 2021/22:** None

**Disposals in 2021/22:** None

### Five year summary of heritage asset transactions

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

	2021/22	2020/21	2019/20	2018/19	2017/18
Churches vested in the CCT	356	356	356	353	353
New Vestings	0	0	3	-	3
Disposals	-	-	-	-	-

## 13. Operating Lease Commitments

The commitment in respect of operating leases were:	<b>2022</b>	2021
<b>Leases expiring under one year:</b>	<b>£</b>	£
Land and Buildings	<b>62,438</b>	99,900
<b>Leases expiring between two and five years:</b>		
Land and buildings	-	62,438
	<b>62,438</b>	162,338

Lease payments for Land and Buildings amounting to £105,237 were made in the year (2020/21: £117,802).

## 14. Repair Commitments

At 31 March 2022 the CCT had contracted for the following repair projects:

	<b>2022</b>	2021
	<b>£</b>	£
2022/23 Programme	<b>673,437</b>	572,376

At 31 March 2022, the Trustees had approved expenditure totalling £8.8 million (March 2021: £8.2 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2022.

## 15. Net Assets

<b>GROUP</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2022 Total £</b>	2021 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	-	-	416,027	<b>416,027</b>	407,045
Cash	1,848,416	53,027	179,171	<b>2,080,614</b>	1,312,647
(creditors) less debtors	(1,067,650)	506,564		<b>(561,086)</b>	(151,601)
<b>Total</b>	<b>780,766</b>	<b>559,591</b>	<b>595,198</b>	<b>1,935,555</b>	1,568,091

<b>CHARITY</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2022 Total £</b>	2021 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	-
Investments	-	-	416,027	<b>416,027</b>	407,045
Cash	1,733,914	53,027	179,171	<b>1,966,112</b>	1,266,542
(creditors) less debtors	(997,663)	506,564	-	<b>(491,099)</b>	(107,995)
<b>Total</b>	<b>736,251</b>	<b>559,591</b>	<b>595,198</b>	<b>1,891,040</b>	1,565,592

## 16. Value of Volunteers

The 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 the CCT.

CCT has held firm on its volunteer numbers at 1,800 individuals who support the organisation's work and participate in training, consultation and conferences.

2021/22 continued to be impacted by the pandemic with less sites open, less events and lower visitor numbers as the country returned to some form of normality. It has been calculated that our volunteers worked 77,567 hours, this is based on 70% of the 19/20 total hours (110,810 hours) which was the last full year of volunteering activity. If we were to value them at £8.91 per hour (national minimum wage for over 23's), the economic worth of the work they did for the year-ended 31 March 2022 amounted to £691,122 (19/20: £909,750. It was not possible to calculate data for 20/21 due to the closure of our sites).

**17. Trading Subsidiary**

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (company number 08125965). Summary results are included below.

	<b>2022</b>	2021
	<b>£</b>	£
Turnover	187,883	72,379
Cost of Sales	(131,429)	(75,762)
Overhead costs	(14,438)	(8,303)
Profit / (Loss)	<b>42,016</b>	(11,686)
Tax	-	(1,655)
Distribution	-	(500)
Operating Profit / (Loss)	<b>42,016</b>	(13,841)
	<b>2022</b>	2021
Current Assets	<b>151,157</b>	74,897
Creditors	<b>(106,642)</b>	(72,399)
Net Assets	<b>44,515</b>	2,498
Profit and Loss account		
Share Capital	<b>1</b>	1
Total Shareholder's funds	<b>44,515</b>	2,498

**18. Related Party Transactions**

The CCT is sponsored by DCMS and the Church Commissioners. The Department for Digital, 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), established during 2012/13, and shares a minority of its Trustees with the CCT. £999,945 was received from Churches Conservation in 2021/22 (2020/21: £680,312). A grant of £1,067,558 was paid to Churches Conservation in 2021/22 (2020/21: £1,061,608).

As at 31 March 2022, CCT had a creditor balance of £1,067,558 (£1,061,610 at 31 March 2021) and a debtor balance of £999,945 (£641,764 at 31 March 2021).

The CCT's Finance Director serves as unremunerated Director of the CCT's trading subsidiary, Churches Conservation Trust Enterprises Ltd.

**19. Post balance sheet events**

None.

**20. Acknowledgements**

The CCT wishes to record its thanks for the continuing help and support it receives that enables it to do its work across its 356 churches. The list below notes the Trust's sponsors (who provide its Statutory Grant), the Trusts and Foundations, Friends of Churches, other organisations and individuals that, in the year, gave generously to the Trust. We are also grateful to those who would like their support to remain anonymous.

**The Trust's Key Sponsors**

The Department for Digital, Culture, Media and Sport  
The Church Commissioners  
National Lottery Heritage Fund  
Cultural Recovery Fund  
Historic England  
The Department of Education

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Friends of St Giles', Imber  
Friends of St John's, Waterloo  
Friends of St Mary's, Ashley  
Friends of St Mary's, Bungay  
Friends of St Mary's, Edlesborough  
Friends of St Mary's, Higham  
Friends of St Mary's, Pitstone  
Friends of St Nicholas', Brockley  
Friends of St Peter's. Sudbury  
Friends of the Church of The Holy Sepulchre, Warminghurst  
Fairfield Trust  
Fundacja Chronic Dobro (Project Goodness Foundation)

Garfield Weston Foundation  
Gisela Graham Foundation  
Groundwork UK  
Herefordshire Historic Churches Trust  
Music for Awhile Committee  
Rupert and Elizabeth Nabarro Charitable Trust  
Nottingham Historic Churches Trust  
Robert Welche Ltd.  
Scarfe Charitable Trust  
St Andrew's Church, Winterborne Tomson  
Stone Construction Oxford & London Ltd.  
Suffolk Historic Churches Trust  
Suffolk County Council  
The Architectural Heritage Fund  
The Elmley Foundation  
The Jack Patston Charitable Trust  
The Loppylugs & Barbara Morrison Charitable Trust  
The McCorquodale Charitable Trust  
The Pennycress Trust  
The Prynce's Holme Lacy Charity  
The WGFJM Charitable Trust  
Tom Hall Charitable Trust  
Vale of Evesham Historical Society

**Pledged gifts in wills**

Gifts in wills play an important and much valued part in supporting the work of the Trust. We would like to thank the following named donors and those who wish to remain anonymous for pledging a gift for the Trust in their wills:

Christopher Anderson  
Nigel Benford  
Darrell Buttery  
Richard Digby Day  
David Flemington

Paul Mollard  
Robert Perrin  
Howard & John Pescott  
John Peverley







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**CHURCHES CONSERVATION TRUST**

England & Wales - Charity number 258612

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# Accounts

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**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

*Presented to Parliament Pursuant to  
Section 57(21) of the Mission and Pastoral Measure 2011 (2011 No.3)*

July 2021





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July 2021

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This publication is available at <https://www.gov.uk/government/publications>

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The Churches Conservation Trust ('The Trust') is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract almost two million visitors a year. With our help and with your support they are kept open and in use – living once again at the heart of their communities.

Our aims are:

- **Supporting Communities To Use And Love Their Historic Places of Worship.**
- **Sharing Our Skills To Sustain Churches.**
- **Promoting The Value Of Our Shared Cultural Heritage.**

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## 1. INTERIM CHAIR'S FOREWORD

It is with great sadness that I write this introduction to the annual accounts 2020/21. Shortly after the end of the financial year our Chair, Peter Ainsworth, died very suddenly and unexpectedly. This news was a terrible blow, not only to his family, but also to the Churches Conservation Trust and the wider heritage sector. Peter provided sure and steady leadership before and during the Covid pandemic and represented us, in his effective and affable style, to Government, the Church of England and to everyone else who could be persuaded to support us. Peter was a passionate and knowledgeable advocate for historic churches and we consider ourselves very fortunate to have had him as our Chair for five years. He will be missed by us all.

As the financial year began and the pandemic took hold, we acted quickly to protect our volunteers and move all our staff to work from home. This was managed very well by our chief executive and senior team who were able to limit the impact on our operations. Financially, we faced a significant drop in our income because of cancelled fundraising events and a lack of visitor donations, so we worked hard to curtail all non-essential expenditure. However, thanks to a lot of hard work by our staff and the vital and timely support of DCMS, National Lottery Heritage Fund and Historic England, we managed to invest around £1.6m in essential repairs to our buildings, also helping to support the livelihoods of crafts people and the companies that deliver conservation work.

Our major projects at Sunderland and Worcester, generously supported by NLHF funding, have been significantly delayed over the course of the year and we were hoping to have had them completed, but this will now happen in 2021-22. We are excited at the benefit that these significant cultural assets will offer the communities surrounding them once they open.

I am grateful to all those who have continued to support us and to the large number of people who have joined our membership scheme on the back of our successful Thursday lunchtime lecture series. Although our churches stayed open as much as possible, we really missed our local communities who use and love the church buildings in our collection. Bringing people together online, from across the world, to hear erudite lectures on all aspects of church history and heritage was an unexpected highlight. Our online lectures are a lasting legacy of this extraordinary year and we now have a programme booked up into 2022.

The Board is pleased and relieved to report that we have ended this year in a much better financial position than we had thought possible and we are grateful for the ongoing support of DCMS and the Church Commissioners. Peter Aiers has successfully led the charity through its most difficult year in living memory, with much hard work from our excellent senior management team and staff.

There will be continuing challenges in 2021 but we look forward to this next year when we can welcome visitors and communities into our precious collection of historic church buildings across the country.

The Board always gives grateful thanks for our invaluable staff, volunteers and supporters but this has never been more heartfelt. Thank you to everyone.

Sue Wilkinson  
Interim Chair

## 2. INTRODUCTION

### Who we are

The Churches Conservation Trust is the national charity protecting historic churches at risk. We've saved over 350 beautiful buildings which attract almost two million visitors a year. With our help and your support they are kept open and in use – living once again at the heart of their communities.

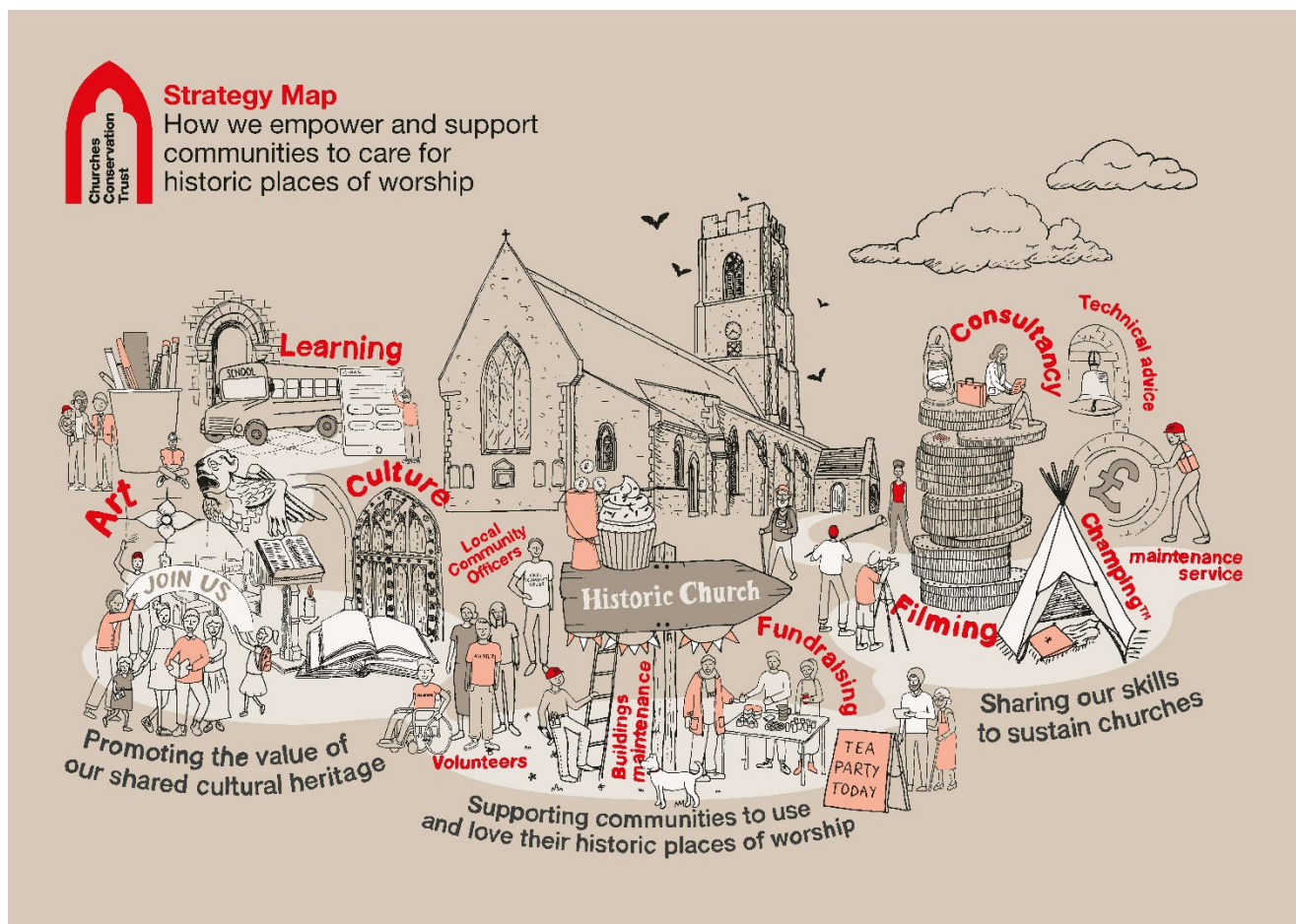
### Constitution

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 principally in Section 57 (21), is: 'the preservation, in the interests of the nation and of the Church of England, of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents so vested.'

### Objectives and Activities

The CCT cares for those parish churches which are of particular historic, architectural or archaeological merit and are vested in the CCT by the Church Commissioners to be conserved for the nation and opened to the public.

### Strategic Aims 2019-24



### **1: Supporting communities to use and love their historic places of worship**

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

In order to deliver this first pillar of our strategy, we have devised a network of Local Community Officers who will create and maintain relationships with the communities around CCT churches. We will support communities to use their historic church and raise the funds necessary to keep it in good repair.

Our Conservation Team will continue to provide an excellent maintenance service to our historic churches and will manage a national list of repair priorities. This element of the strategy also allows the CCT to consider how we might support communities care for their historic places of worship beyond the CCT collection.

### **2: Sharing our skills to sustain churches**

The CCT will develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. The initial areas of investment will be in Champing™, our consultancy work and the development of our fledgling maintenance service.

The Head of Enterprise will drive and develop the profitability of our commercial work. This role will also advise how we invest and develop flagship visitor churches.

### **3: Promoting the value of our shared cultural heritage**

The CCT is concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We will develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society, the CCT will develop a learning programme to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the 356 buildings in our collection and of additional churches at risk coming into ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

## **DCMS and Church Commissioners Funding Agreement**

The CCT works to a Funding Agreement with its two main sponsors, the Department for Digital, Culture, Media and Sport and the Church Commissioners. We are extremely grateful for their support throughout the year and for the grant-in-aid without which the CCT could not function. The Agreement sits within the strategic plan and funding agreement targets are mapped into the priorities for the year.

Our funding and management agreement aims are to:

- support the delivery of the Culture White Paper;
- increase income through fundraising, philanthropic and commercial activities and continue to strengthen financial resilience;
- support the development of digital engagement;
- support the DCMS Single Departmental Plan in encouraging participation; growing the economy and sustaining excellence and promoting Britain;
- reflect the role of vested churches in the history and development of Christianity and their continuing witness to Christian faith; and
- commit £2 million over three years to take on, repair and open to the public newly vested churches.

**Public Benefit**

The CCT meets its obligations through 'advancing arts, culture, heritage or science'. It manages and provides free admission to 356 historic buildings which are open to the public on a daily basis throughout the year and which are made available for community use. Some 1,800 members of the public usually volunteer for the CCT and many are provided with training and support as a part of this activity. All Trustees give their time voluntarily and receive no benefit from the charity. Expenses reclaimed from the charity are set out in the notes to the accounts.

### 3. REVIEW OF THE YEAR

We are certain that most reviews of any organisation for the financial year 2020/21 will start with an expression of how this was extraordinary and unprecedented. Clearly the CCT's review will. This has been a year of extraordinary difficulty given the national response to the global pandemic. It is good to note that the CCT has come through this year intact and in a strong position to weather the storms which subsequent years may bring to the nation's economy. The year 2020-21 was supposed to be a year where the CCT consolidated all the changes that had been made in 2019-20 and really demonstrated how our engagement and support of communities could drive forward the greater sustainability of our collection of 356 churches. As it turned out we did a great deal of work to consolidate our position but we were unable to make quite the impact we intended in quite the way we intended as we had to restrict our teams travelling and work in a completely new way. There were very limited opportunities for any events in our churches and the bulk of our work moved online.

When the pandemic struck in March 2020, we moved very quickly to have our staff work from home thanks to the preparations of our IT team. The CCT immediately declared three Covid priorities for the organisation and these were Re-opening, Fundraising and Community Support.

In the first lockdown we closed our churches and moved all of our work online. Due to the importance of us having our churches open once more and the complexities of Government advice, we set up a Re opening Taskforce. The taskforce provided guidance and training, process and risk assessments for staff and volunteers over the past year as the Government announcements and strategies for dealing with the global pandemic have emerged and changed.

A Fundraising Taskforce was also created as we knew that there would be a huge impact on our income due to there being no events and that our church buildings would be closed. Drawing on the support of colleagues across the organisation, the Taskforce developed a fundraising plan incorporating national and local elements. Underpinning each element was a consistent case for support which can be tailored to 'make the ask' in a range of scenarios.

For the first time in our 50 year history, the CCT cancelled the Spring maintenance visits to our churches. Although this was considered a risk, the process was managed very carefully by the Conservation Team and the most sensitive sites were carefully looked after.

The outcome of the year was much better than we could have envisaged back in April 2020, due to the hard work of the team in generating new sources of revenue, the generous support of National Lottery Heritage Fund, Historic England and DCMS and a huge effort in cost saving and efficiency across the organisation.

This was all achieved in the very tragic context of the deaths of our Conservation Projects Manager Dawn Whitton who had worked with us for 18 years and our Chair Peter Ainsworth who had been with the CCT for 5 years. Our thoughts are with their families.

Highlights of the year include:

- £1.68m major repair programme, under the Heritage Stimulus Fund
- Three out of four new vesting projects were started on site and a fourth within a month of the year end
- Champing™ and the Maintenance Service performed well
- The work of the Reopening and Fundraising Taskforces responding to lockdowns and re-opening
- Heritage Open Days: over 200 events listed from CCT
- Creation of popular weekly online lecture programme sponsored by Ecclesiastical Insurance

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

- Membership growth at highest level since the scheme began
- Online carol service with RSCM and introduction by HRH The Prince of Wales
- New staff HR handbook published
- Regional teams exceeded the revised income targets
- Improvements in digital infrastructure

## **4. AIM ONE: Supporting communities to use and love their historic places of worship**

The CCT has responsibility for a growing collection of historic churches. In order to best care for these buildings it is essential that they are used and loved by the local community. Where there are historic churches with a motivated and well-supported community the building thrives.

In order to deliver this element of our strategy, we devised a network of Local Community Officers who create and maintain relationships with the communities around CCT churches. We support communities to use their historic church and raise the funds necessary to keep it in good repair.

Our Conservation Team continue to provide an excellent maintenance service to our historic churches and manage a national list of repair priorities.

This element of the strategy also allows the CCT to consider how we might support communities to care for their historic places of worship beyond the CCT collection.

### **Regions**

It had been envisaged that our regional teams would have spent this year building on the foundations of year one of the 2019-24 strategy, to begin to grow income and support for our buildings from communities across the country. A full programme of events was expected which would see communities use and love their historic places of worship. The pandemic meant that we had to focus our work very differently.

In late March/early April 2020, regional teams worked effectively with volunteers and community members to implement the rapid closure of all 356 churches and postpone all events in response to the national Covid-19 lockdown. This was achieved alongside the closure of our regional offices and the transfer to homeworking for office-based team members. Heads of Region reviewed the objectives of LCOs, using the opportunity of restricted travel to expedite the desk based community opportunities research required to support the development of Church Plans. Church Plans are central to how the CCT is developing. This work was undertaken alongside continued communication with volunteers and community members, to both support wellbeing and re-orient fundraising efforts.

As restrictions were eased in early July, regional teams then undertook the re-opening of our sites. The safety of our visitors, volunteers and staff has been key. Using guidance and protocols provided by the Re-opening Taskforce, each church has undergone a thorough risk assessment before re-opening with appropriate control measures in place. Control measures to support safe visiting include signage to support social distancing and additional hygiene. We participated in Visit Britain's 'Good to Go' scheme which provides visitors with confidence that our churches are safe to visit and there's lots of information and FAQs on our website.

At the end of October, just prior to the commencement of the second national lockdown, regional teams had re-opened 286 churches, which represents 80% of CCT's estate. Typically, pre Covid-19, 85-90% of churches were open at any one time, as there were always some temporary closures due to volunteer circumstances, damage and repairs. In the vast majority of cases, the 5-10% of churches which could be re-opened, but were closed, were facing challenges in volunteer capacity or confidence. Regional teams were working hard to address these and get as many of the remaining doors open as possible.

With the announcement of the second national lockdown from 5 November-2 December, regional teams, once again, worked hard with volunteers and community members to close the doors to CCT churches for general visiting. Where, possible, however, access was provided for individual prayer, in line with government guidelines and the approach of the Church of England. During

December, when lockdown restrictions were eased, a few churches were able to hold seasonal services and activities.

In January, with the announcement of the third national lockdown, our churches returned to policy of closure for general visiting, but access for independent prayer and services in certain circumstances. Following the announcement of the Government's Roadmap to exit Covid-19 restrictions, regional teams prepared for a final re-opening exercise. During the most recent lockdown period, significant work was undertaken to prepare resources to support volunteers and communities in planning events for when the re-opening allows. The results of this work is a downloadable 'Confidence in Events' pack and a series of mini videos, which can be viewed on [our website](#).

The CCT is not able to function without the support and commitment of the communities and volunteers that surround our churches. It has been a very difficult year but the support and enthusiasm from volunteers has remained to ensure that that our collection of historic church buildings can be used and loved in to the future. Our annual volunteers and community day was held online this year and we are very grateful to the Marsh Christian Trust who support our Volunteer Awards.

### **Fundraising and Membership**

CCT churches had been looking forward to a full programme of community-led fundraising activities throughout the spring and summer. Whilst physical event based activities were postponed, Local Community Officers (LCOs) were tasked with working with community members and volunteers to re-purpose planned events into virtual activities where possible, alongside generating new fundraising activities. Working collaboratively, regional teams quickly generated a 'menu' of suggestions which were shared with local contacts together with the case for support, guidance on donation channels and inspiring case studies. As an example of activities taking place, the Friends of Preston Park, turned their annual fundraising sale in May into a socially-distanced plant sale on one member's front garden, raising £500.

The Fundraising Taskforce and Local Community Officers worked collaboratively to accelerate regional fundraising activities through specific working groups. These focused on the development and implementation of processes and resources to support income generation via recorded/live virtual events, walking tours, community led activities, service collections, localised corporate giving, sales of goods and localised sponsorship packages. As an example of this work CCT listed 200 events for the annual Heritage Open Days which took place 11-20 September. Our headline event was a virtual concert introduced by, and including a contribution from our vice president, Jools Holland. The concert content was drawn together by Local Community Officer, Nick Watts, featured a fantastic mix of wonderful and talented artists who dedicated performances both past and present to their local CCT church.

Due to our success in Heritage Stimulus Fund grant scheme provided by DCMS and Historic England, we had the challenge of providing 20% match funding, some £332,000, of the £1.68m grant. The grant provided funding for vital repairs to 26 church buildings in our collection. This work had to be completed on an extremely tight timetable between October 2020 and March 2021. Our teams worked tirelessly in this short window and thanks to the generosity of the communities around our church buildings we raised £122,000 towards the total.

National fundraising efforts were focused on optimising the existing channels of communications (Members E Newsletter, Pinnacle Spring edition, Website and Social Media) to retain the support of existing supporters and make appropriate unrestricted fundraising asks, and developing new audiences and giving opportunities. Work to cultivate new audiences has been a collaborative effort via the Fundraising Taskforce between the national Fundraising, Communications and Learning and Participation teams.

The primary focus for Trusts and Foundations has been on the impact of Covid-19, prioritising response opportunities. The Grants and Capital Campaigns manager has worked closely with colleagues in the Regions, Conservation and Enterprise to maximise the opportunities with positive success.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

The new approach to fundraising across the CCT saw total income for national fundraising activities rise to £374,000 of which 75% was unrestricted (2019/20: £221,000 and 25%).

Across the year, we have been successful in receiving:

- Local Authority business support grants
- NLHF Covid grant
- Additional grants from Trusts and Foundations
- Architectural Heritage Fund
- Cultural Recovery Fund
- Historic England Stimulus Fund

This has resulted in over £1.4m received during 2020/21 with over £200k pledged.

### **Conservation**

The team had to change priorities quickly across the year due to the pandemic. Projects focused on the Top 15 priority list slowed and in the second half of the year was superseded by development and delivery of a £1.68m major repair programme, under the Heritage Stimulus Fund. Some of the 26 church buildings in the programme were part of the Top 15 list. By the year end the team had delivered 93% of the required spend, which was above the required level of the funder. This is an outstanding achievement and speaks volumes as to how well prepared the Conservation Team were and how well they knew the buildings and what repairs were needed.

For the first time the Spring maintenance visits were cancelled as this was the safest option at the time. Savings of c£100k were made in the annual maintenance budget but the impact is clear as we are reporting an increase of maintenance costs during the autumn and winter months, as buildings have been found in worse condition with minor defects having exacerbated and routine tasks requiring longer time to be completed. This re-enforces our view that cyclical maintenance is vital to keep buildings in good repair.

Despite initial reserve, 3 of the 4 the New Vesting projects were started on site during the year, the fourth will start on site within a month of the year-end.

### **Regeneration**

Our major projects at Sunderland and Worcester were on site when the first lockdown was announced and were forced to closed. Management of the budgets for the major projects at Sunderland and Worcester has been a huge challenge this year. Additional costs at both sites have been incurred because of a combination of: stoppage of work on site when the pandemic first broke out; ongoing safe working requirements for Covid-19; lack of sufficient site staff because of self-isolation or illness ref Covid-19; and material and sub-contractor shortages as a knock on effect of these issues. As a result by the year end the additional budget required to complete both projects (capital work and ongoing operational costs) as a result of these delays is estimated to be £1.2m – not all, but a large proportion owing to Covid. Uplift request are to be lodged with the NLHF, with alternative funding plans in place if the uplifts are declined.

Work has continued to develop the projects at St Peter's Sudbury and at the St Peter's and the Old Black Lion in Northampton.

### **Finance and ICT**

This team provided very solid support for the CCT operation during this most difficult period. Due to good preparations the CCT was able to ensure all of the staff could work from home in short order. IT systems have been upgraded and cost savings identified from retendering processes. Upgrades have been made to equipment and IT infrastructure in the CCT offices in preparation for a return to office use in 2021/22.

Our digital strategy group continues work on implementing the improvements needed for CCT's digital infrastructure. Ground work has been completed to launch the digital transformation

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

project in 2022, focusing on upgrades to our CRM database, HR system, property management system and website.

The team has supported the introduction of a new Image Management Policy and GDPR review has been undertaken on our consent process and recording processes.

The CCT archive has been relocated. Over 1,500 boxes of historical church records have been moved from our Bermondsey archive to the London office.

Finance has supported numerous cross organisational projects during the year, notably: the introduction of finance systems for our major projects at Worcester and Sunderland; the full roll out of text giving at all CCT church buildings; numerous Covid related grant applications; and the review of restricted fund allocations for maintenance.

## **5. AIM TWO: Sharing our skills to sustain churches**

The CCT will develop profitable commercial activity to help support investment in the conservation and repair of our collection of historic churches. The initial areas of investment will be in Champing™, our consultancy work and the development of our fledgling maintenance service.

The Head of Enterprise will drive and develop the profitability of our commercial work. This role will also advise how we invest and develop flagship visitor churches.

### **Major Footfall Sites**

During the year the Head of Enterprise has been working with Centre Managers at major sites to review and revise the business plans to become as sustainable and flexible at a time when the economic impact of Covid is considerable.

The major project at Sudbury, which sees the church developed as a community hub for cultural events and community activity, was successful in stage 2 bringing in £1.7m of NLHF funding. The OBL project has developed during the year securing an additional £315K of investment from Northampton Borough Council in addition to £150K Section 106 money awarded late 2020.

### **Champing™**

Champing™ has been a focus for the Enterprise Team this year in order to take advantage of the limited holiday opportunities that were available due to the pandemic and make the business as profitable as possible. Our mitigation strategies this year included extending the 2020/21 season in to October and starting the 2021/22 season earlier. Postponing bookings rather than refunding unless requested by guests, drastically managing costs and reducing planned investment in sites this year enabled a better performance of the product. The team were successful in obtaining an AHF Grant of £41,000 which will help underpin commercial development for 2021-22.

### **Regeneration Consultancy**

The Trust has won further consultancy work during the year despite the pandemic; St Peters, Brighton to support planning discussions and a design review process, Stockton Parish Church for an outline financial viability and fundraising strategy. Stowlangtoft church for support to engage the local community in the future of the building and prevent closure.

The regeneration team developed a mentoring service specifically to support individuals, groups, charities and community developers who are managing community enterprise models in historic buildings and who were being adversely impacted by Covid 19.

### **Historic Chapels Trust**

The CCT has continued to support the Historic Chapels Trust over the last year, managing the buildings and staff as well as supporting the Board of Trustees.

## **6. AIM THREE: Promoting the value of our shared cultural heritage**

The CCT is concerned that there is a precarious future for many historic places of worship. We seek to ensure that society continues to value these buildings for their social, architectural, historical, aesthetic and cultural qualities.

We will develop and grow our supporter base. We seek to gather a strong voice for all of those who value historic places of worship in their community. To ensure that historic places of worship remain relevant and important to society, the CCT will develop a learning programme to explain these complex buildings.

The programmes will result in the conservation, repair, adaptation and maintenance of the 356 buildings in our collection and of additional churches at risk coming into ownership. The CCT also runs a wide range of projects to support and promote community, arts, cultural and educational use, tourism and the local management or lease of its buildings. All projects serve to increase external funding, volunteering, partnerships and local involvement.

### **Learning and Interpretation**

Through funding from the Department for Education, via Historic England, we have continued to support the equivalent of three full time Heritage Learning Officers who work with schools to bring young people into our church buildings. The programme has now been going for nine years, allowing us to build relationships with schools, teachers and learning networks, as well as more recently providing popular family learning programmes in our major footfall sites.

Heritage Learning Officers supported their regional colleagues during the first re-opening, lending their support to the huge task of re-opening by helping with pre-opening visits and risk assessments. As the education sector emerged from lockdown, HLOs were in touch with school contacts. Sessions were booked in for the autumn term.

As part of the newly-formed Fundraising Taskforce Group, it was decided that we should focus on digital resources that our members, supporters and the general public could access online, via the CCT website. Content was gathered through the learning and regional teams and in the first instance, the focus was around looking at what content we already had and could re-use. This included:

- Learning resources to support home-learning
- Family activities
- Arts and crafts
- Quizzes
- Walking routes
- Google Arts exhibitions
- Online lectures

These resources provided a focus for our audience and some resources for people to use whilst churches were closed and events cancelled. The walks were particularly important in keeping people engaged. All of the resources were promoted via social media.

A great success spurred on by the lockdown has been the CCT Virtual Lectures on Thursday lunchtimes. Available live and on YouTube, contributors include CCT staff, academics and authors of considerable expertise. The series has developed a donation request and membership offer, which has been very successful. The team have also sold books relevant to the lectures and, supported by significant behind the scenes work on the website to improve the new member journey, the growth of new members via the lectures has been phenomenal. Total income from donations, memberships and sponsorship as a result of the lectures is just over £28,000. Lectures have had live audiences of up to 1,500 and then thousands of subsequent views. The result is a significant positive impact on our KPIs for digital engagement.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

In early May, we introduced a free supporters e-newsletter which includes links to donation and membership signup alongside engaging content. As of 31 March 2021, this had gained 345 subscribers. Significant work was also undertaken to provide Resources for Life in Lockdown pages via our website. These provided resources for individuals, schools and families to engage with CCT churches whilst full lockdown restrictions were in place.

For Christmas the CCT partnered with the Royal School of Church Music. Filmed at All Saints, Cambridge on 29-30 October, the service was streamed on 12 December and had a cast including an introduction by HRH The Prince of Wales, John Rutter, Rowan Williams, Theresa May, Alexander Armstrong and Tim Bentinck amongst others. Combined live and post event audience figures across YouTube and Facebook reached 18,000 viewers.

## 7. PERFORMANCE AGAINST TARGETS

### Key Performance Indicators

The CCT uses targets to measure progress against strategic aims and to demonstrate trends over time. The table below shows national targets and performance against them.

<b>Supporting communities to use and love their historic places of worship</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2020/21 Target</b>	<b>2020/21 Actual</b>
<b>1</b>	85% of volunteers and communities around our churches feel well supported by the CCT by 2024	Taking the annual Volunteer Survey and expanding our audience for it, this should include incumbents. Baseline: The annual survey provided that 38% of volunteers felt well supported by the CCT	Staff survey: 55% of volunteers feel well supported by CCT	39% replied they feel well supported by the CCT. Separately, 65% of volunteers felt either "Supported" or "Very Supported" by their Local Community Officer
<b>2</b>	A further £700k of church based funding is generated every year by 2024	Church based income baseline (2018/19): £492,655	Updated Covid target : £224,773	£327,403 146% of Covid target
<b>3</b>	To increase our annual regular maintenance expenditure to over £1m by 2024	Amount spent on regular maintenance annually. Baseline (2018/19): £526,559	Covid led to this target being suspended.	2019/20: 602,234 2020/21: £498,770  Figures excludes specific investment in legal compliance and security work to protect CCT's churches.
<b>4</b>	We will deliver the 15 priority projects by 2024	Progress against the project list as agreed by SMT and Board of Trustees	Progress against the project list as agreed by SMT and Board of Trustees	Top 15 (tier 1): 3 projects complete, 2 projects complete in part (limited by funding) 5 projects on site  Next 10 (tier 2): 5 complete

<b>Sharing our skills to sustain churches</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2020/21 Target</b>	<b>2020/21 Actual</b>
<b>5</b>	Achieve our 5 year commercial target	Progress against the commercial plan to be devised by the Head of Enterprise once appointed	Develop Commercial Plan	The outbreak of Covid-19 has meant that commercial activity was paused and updated targets implemented. The 5 year plan is being reviewed and revised
<b>6</b>	Work with 50 communities outside the CCT collection over 5 years	Number of communities worked with as part of consultancy work or partnership working	10 target	23 Projects
<b>Promoting the value of our shared cultural heritage</b>				
	<b>KPI</b>	<b>Measure</b>	<b>2020/21 Target</b>	<b>2020/21 Actual</b>
<b>7</b>	Achieve 2 million annual visitors per year	2018/19 baseline: 1.7m visitors	1.80m visitors	2020/21 saw our churches closed for most of the year. Visitor data was not collected.
<b>8</b>	Grow CCT supporters to 10,000 by 2024	Numbers of supporters recorded on CRM 2018/19 baseline: 2,060 members	3,000 members	3,031
<b>9</b>	Grow digital audience by 250% by 2024	Baseline figures: Twitter 13,000 LinkedIn 2,500 Instagram 2,500	Twitter 16,000 LinkedIn: 3,800 Instagram: 4,582 Facebook Likes: 8,500	Twitter: 17,038 LinkedIn: 4,455 Instagram 5,605 Facebook Likes: 18,626

## **8. SUSTAINABILITY**

Since 2011/12 public bodies are obliged to include a sustainability report within the annual report and accounts unless the body falls under the de-minimus threshold for reporting of 250 full time equivalent staff or floor space of less than 1,000 metres. As CCT full time equivalent staff for 2020/21 was 67 we are not required to include a report, however, further details of our work can be found below and on our website.

This report provides a summary of how the CCT has applied principles of sustainability into the Trust's projects and consultancy work in 2020/21. It focuses mainly on the work of the Regeneration and Conservation Teams, who deliver the Trust's major capital projects, but sustainability goals are followed across the organisation.

The CCT works in partnership with all kinds of community groups to support them in caring for redundant places of worship and finding sustainable new uses. Our aim is to ensure these special buildings remain conserved, in use, and at the heart of their communities. Our approach is to promote sustainable stewardship of historic churches, so that problems of decay and redundancy are tackled before they become overwhelming. Our projects also use locally sourced materials and sub-contractors as far as is practical in our repair, conservation and regeneration programmes.

### **New Churchyard Policy**

We have developed a new churchyard policy in 2020/21 which is particularly focused on conservation of wildlife and the natural landscape. It has been adopted across all our vested churchyards, c. 70 across England. In some urban places, our churchyards are one of the key green spaces remaining.

### **Wildlife Management**

As part of all our projects we commission surveys and monitoring work to ensure that protected species – such as bats and birds – are not adversely affected by our programme of repair and conservation. We include mitigation and enhancement schemes, where required, in all our projects.

### **Energy Saving**

We monitor energy consumption at all our sites to identify periods of high energy consumption and develop strategies for how we can recover income and reduce waste. New and more efficient heating systems at Sound & Art at St Swithun's, Worcester and at Seventeen Nineteen in Sunderland – two of our major projects – were installed in 2020/21. We are considering a new heating system for St Peter's in Sudbury and applying sustainability principles.

### **Conservation Repair and Maintenance**

Our maintenance and repairs are guided by conservation principles, which have at the core the use of traditional and local materials and crafts. We have delivered a grant-funded programme of capital works, mostly focused on re-roofing, masonry repairs and glazing, of c. £1.7m across 26 sites through the Heritage Stimulus Fund. This has seen the repair and conservation of historic churches in 18 counties across the country. The programme, by supporting and creating jobs, has provided vital support and financial stimulus to the heritage sector and rural economies.

We have also carried out large capital work projects at two of our newly vested churches, Hemington (Somerset) and Gamston phase II (Nottinghamshire), the first focused on roofing and masonry repairs and the second focused on new ground drainage, repairs to floors, plaster, timberworks and services.

The Conservation Team is the national team responsible for the care, maintenance and repairs of the CCT estate of 356 highly listed historic churches across England. The annual maintenance and repair programmes are delivered through frameworks of local contractors and, as much as possible, local consultants and specialist conservators.

### **Minimising Loss of Original Fabric and Sustainable Design**

Carrying out the minimum amount of work required to conserve our sites is a guiding principle in developing conservation and regeneration projects. We have followed this approach on site at our major projects – St Swithun’s in Worcester and Seventeen Nineteen in Sunderland – as well as in the repair projects commissioned through the Heritage Stimulus Fund, described above.

Our project to regenerate St Peter’s, Sudbury, was awarded Stage 2 funding from the National Lottery Heritage Fund (NLHF) in 2020 and our NLHF-funded project at the Old Black Lion in Northampton was awarded grants from the Architectural Heritage Fund and the local authority. The proposals for these buildings are now being developed to minimise the loss of historic fabric and reflect principles of sustainability in the designs.

### **Craft Skills**

Our heritage craft skills programme at Seventeen Nineteen has provided two apprentice opportunities and a number of work-based placements for students as well as over 15 workshops engaging 1500 local people in craft skills. We are also recruiting an apprentice at Sound & Art St Swithun’s in Worcester.

A similar programme of public engagement with craft skills and apprenticeship opportunities has been included in Round 2 National Lottery Heritage Fund grant for St Peter’s, Sudbury and will be delivered in 2021/2.

We have employed skilled local contractors on all of our 26 Heritage Stimulus Fund repair projects.

### **People and Communities**

We develop and deliver regeneration and conservation projects that contribute to more resilient and cohesive communities and provide our buildings with a sustainable future. Roles such as the Estate Officer, Regeneration Officer, Heritage Learning Officer, and Local Community Officer support volunteers in caring for their churches, providing training and specialist advice. We deliver workshops on conservation cleaning, fundraising, working at height, the importance of maintenance, business planning, and in the use of traditional lime. We also work with schools, college and universities.

During the year we have provided support also to community groups outside the Trust estate, through our consultancy work for the Quakers in Norfolk & Waveney and West Weald areas. We also undertook a strategic review of the Historic Chapels Trust’s estate, to generate ideas to make the HCT more sustainable and proactive. We prepared individual ‘Way Forward’ reports for 18 HCT sites, which provided an overview of the local socio-economic context, considered building condition and repair liability, and examined current community activities and management models. This then informed an assessment of five possible scenarios for the future management for each site.

### **Sustainable Travel**

We have substantially reduced our travel by car this year, due to the Covid-19 pandemic. Out travel by car dropped by over 50 percent. This has generated new ways of working which we hope

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

to continue when restrictions lift. We support cycling to work schemes and encourage our staff to use sustainable transport as much as possible.

Our staff are mostly based within the geographical area of their remit, so to maximise efficiency in costs and resources, and minimise environmental impact from extensive travel. Our national teams, such as Conservation and Regeneration, work close to the projects they manage.

## 9. FINANCIAL REPORT

### Income

In the year ending 31 March 2021, overall income stood at £11.1 million, 31% up on the £8.4 million received in 2019/20. Increases were most apparent in grants, especially from the National Lottery Heritage Fund and Heritage Stimulus Fund.

Grant-in-Aid from DCMS and the Church Commissioners provided 38% of income at £4.2 million (2019/20: £4.0 million, 48%).

Non-statutory grant income increased significantly to £5.0 million from £2.9 million. This figure comprises grants from trusts and foundations for specific projects, together with grant income from Churches Conservation. Grants are recognised in our accounts under charity SORP accounting rules and the CCT moves into 2021/22 with a healthy pipeline of externally-funded projects, especially for the HLF funded major projects at Sunderland, Worcester and Sudbury. Grants from the Listed Places of Worship Scheme, where VAT is reclaimed on eligible church repairs rose significantly from £289,000 to £835,000.

Donations fell by 5% compared to our 2019/20 performance to finish the year at £490,000 (2019/20: £519,000). Unrestricted donations fell from £388,000 down to £275,000, a drop of 29%. This £113,000 drop was due to our churches being closed for a large part of the year due to Covid restrictions. Within this figure, Wall safe income showed significant drop from £148,000 down to £29,000

Legacies brought in a welcome £223,000 in the year, up from £136,000 in 2019/20. Of this total, £182,000 was unrestricted income (up from £129,000 in 2019/20).

Legacies provided  
£182,000 of  
unrestricted income

Earned income fell by 39% to £354,000 from £578,000. Of this total £340,000 was unrestricted, down from £572,000 the previous year. Within Earned Income, hire fees showed the biggest fall, down £73,000 to £46,000. Other significant income within this category, both of which fell in the year includes: Filming down £41k to £15,000; and longer term rentals, down £28,000 to £75,000. One notable rise in the year was fees from our Supporters Scheme, up £19,000 to £103,000.

Total Group unrestricted donations and earned income, the growth of which is a key part of our new financial strategy to increase our income base, fell by £345,000 (36%) from £960,000 to £615,000. These results include income generated via the CCT's trading subsidiary.

### Expenditure

92% of the CCT's expenditure went on frontline projects to repair churches and support communities (2019/20: 88%). At £8.3 million, 'Church repairs and maintenance' continues to be the main call on our funds. Compared to the previous year, this represents an increase of £3.1 million or 59%.

92% of expenditure  
spent on frontline projects

£1.9 million (2019/20: £2.1m) was spent on 'Supporting volunteers and communities, keeping churches open' and just under £0.9 million or 8% (2019/20: £1.1m 12%) of our expenditure goes 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.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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.

The Trustees consider £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.

The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process.

### *Restricted Reserves*

Although the CCT's total reserves at 31 March 2021 are shown as £1.57 million (2019/20: £1.51 million) on the Statement of Financial Position, all but £430,564 (2019/20: £429,651) 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'. As at 31 March 2020, the CCT had free reserves of unrestricted funds, less the carrying value of fixed assets, of £430,564. This represents an increase of £1,270 compared with the free reserves of £429,294 held on 31 March 2020.

Although our free reserves are currently below the target level of £500,000, Trustees consider the current figure acceptable especially considering the impacts of Covid-19 during 2020/21. The CCT aims to reach the £500,000 target by March 2022.

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 investment of permanent endowments in broadly based funds. Deposit funds are split between the Central Board of Finance of the Church of England Deposit Fund, Bath Building Society, Nationwide Building Society, Scottish Widows Bank and Virgin Money. Permanent Endowment funds are invested with Investec Wealth and Investment.

SMT, with Trustees' approval, monitor and regularly review the Trust's investment strategy.

## **Register of Interests**

The CCT maintains a register of Trustees' interests which is available for inspection at the CCT's offices on application to the Chief Executive.

## **Registered Office**

Society Building, 8 All Saints Street, London, N1 9RL.

## **Auditors**

The CCT's auditors are Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 24JQ. The auditors are re-appointed annually by the Trustees.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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.

### Legal Advisers

Farrer & Co, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Church Commissioners Legal Office, Church House, Great Smith Street, London, SW1P 3AZ.

### Remuneration of Senior Managers

	Accrued pension at 31/03/2021	Real increase in pension and related lump sum at pension age	CETV at 31/03/2021	CETV at 31/03/2020	Increase in CETV	Pension benefit to nearest £1,000
Peter Aiers Chief Executive	20-25	0-2.5	300	270	15	33
Sarah Robinson Deputy Chief Executive / Director of Conservation (4 days per week)	15-20 (plus a lump sum of 10-15)	0-2.5 (plus a lump sum of 0-2.5)	336	300	22	32
Stuart Popple Finance Director	15-20	0-2.5	179	155	12	27
Marian Carson Director of Operations	0-5	0-2.5	21	7	9	25

'The Cash Equivalent Transfer Value (CETV)'. A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

'Real increase in CETV'. This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Signed on behalf of the Trustees on: 22 June 2021

**Sue Wilkinson**  
Interim Chair of the Trustees

**Peter Aiers**  
Chief Executive

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

The CCT is a sponsored body of the Department for Digital, Culture, Media and Sport. 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 Digital, 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 Digital, 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 the Department for Digital, Culture, Media and Sport has designated the Chief Executive of The Churches Conservation Trust as the Accounting Officer for the CCT.

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' Memorandum, issued by the Treasury and published in 'Managing Public Money'.

Signed on behalf of the Trustees on: 22 June 2021

**Sue Wilkinson**  
**Interim Chair of the Trustees**

**Peter Aiers**  
**Accounting Officer**

## 10. 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 is 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 them in Government Accounting.

### Corporate Governance

The CCT is governed by a board of Trustees, including the Chair. The Trustees are appointed by Her Majesty the Queen, 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*

The Trustees during the year were:

Peter Ainsworth	Chair
William Donaldson	
Canon Revd Tim Goode (from December 2020)	
Edward Harley OBE, DL	
Sir Simon Jenkins	
Beth McHattie (to September 2020)	
Liz Peace CBE	Chair of the Finance and Audit Committee
Carol Pyrah	Chair of the Conservation Committee
Sue Wilkinson	Deputy Chair

The Board delegates some issues to its Finance and Audit Committee, Conservation Committee, and Health and Safety 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 2021, 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 100% (2019/20: 78%).

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

#### *The Finance and Audit Committee*

The Finance and Audit Committee comprises three Trustees: Liz Peace (Chair), William Donaldson, Edward Harley and one external co-optee. It reviews: key risks and controls; the management of resources through review of the latest management accounts and end of year reserves predictions; and receives reports from management and the internal and external auditors on key risk areas. It also approves the final accounts subject to signing 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 is chaired by a Trustee (Carol Pyrah) and comprises relevant experts, and senior representatives of other conservation organisations. It advises the Board on significant conservation and development matters relating to its 356 historic buildings. Having an expert Committee at such a high level in the CCT's governance protects the organisation against legal, reputational, and other risks associated with the management of a large historic estate.

### *Highlights of Committee Reports*

During the year, the Board of Trustees approved: updated safeguarding and anti-fraud policies; expenditure on a number of repair projects including Hemington, Tickencote, Evesham, Bungay and Swingfield; approval for vestings of Brougham, St Wilfred and North Hill, St Torney. The Board also approved the annual Health and Safety report, the plan and budget for 2021/22 and an updated Covid-19 budget.

### *Management Structure*

Trustees employ a salaried Chief Executive to manage the organisation and implement the strategic objectives. The Chief Executive has a senior management team comprising a deputy chief executive and two other directors with specific regional and/or operational responsibilities. 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 is Peter Aiers.

### *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 three-yearly 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 senior management team also meet on a quarterly basis with Officers of the Church Commissioners and DCMS 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. For 2020/21, no substantive weaknesses were raised (2019/20 zero) which provided the CCT with additional comfort over its internal controls. The CCT's rolling three year internal audit plan considers strategic and operational risks and has been approved by the Finance and Audit Committee. It is updated annually to confirm audit prioritisation. All reports and management actions were 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 2021 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 2020/21 no cost of living pay award or separate non-consolidated organisational bonus was paid to staff. All pay awards are subject to Trustee approval.

### *Gender Pay Gap*

As at 31 March 2021 the CCT had a mean gender pay gap of 8% (March 2020: 9%). The median figure was 5% (March 2020: 0%). The below table illustrates the proportion of Female and Male employees in each pay quartile.

	Women	Men	Total	% Women in Quartile	2020: % Women in Quartile
Top Quartile	12	6	18	67%	56%
Upper Middle Quartile	13	6	19	68%	67%
Lower Middle Quartile	14	4	18	78%	72%
Lower Quartile	12	6	18	67%	65%
<b>Total</b>	<b>51</b>	<b>22</b>	<b>73</b>	<b>70%</b>	<b>65%</b>

### *Senior management remuneration*

As at 31 March 2021, the highest paid director was paid in the £80,000 to £90,000 band. The ratio of the mid-point of this band, to the CCT's median pay of £26,650, was 3.2 (2019/20: 3.3). The senior management team is defined as the directors of the CCT, and comprises the following roles: Chief Executive, Deputy Chief Executive/Director of Conservation, Finance Director and Director of Operations. The total remuneration of senior management was £396,350 (2019/20: £415,617).

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.

### *Civil Service compensation scheme Exit packages*

Exit Package Cost Band	Number of compulsory redundancies	Number of other departures agreed
<£10,000	0	0
£10,000 - £25,000	0	0
£25,000 - £50,000	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

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.

### *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. The total number of employees who were relevant union officials during 2020/21 was zero (2019/20: zero). As such zero time and zero remuneration was spent on facility time during the year (2019/20: zero).

### **Planning and Budgeting Process**

The senior management team compiles the CCT's business plan and budget on an annual basis. In 2018/19 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 Management Team (SMT).

SMT 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 analysis 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 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'. In addressing risks, the CCT will:

- **Take opportunities** - for circumstances where the potential gain seems likely to outweigh the possible downside;
- **Tolerate** - for unavoidable risks, or those so mild or remote as to make avoidance action disproportionate or unattractive;
- **Treat** - for risks that can be reduced or eliminated by prevention or other control action;
- **Transfer** - where another party can take on some or all of the risk more economically or more effectively (for example through insurance, sharing risk with a contractor); and
- **Terminate** - for intolerable risks, where it is possible for the organisation to exit.

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

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 prioritise 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, manage risk efficiently, effectively and proportionately.

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

### *The Risk Register*

- Departmental risk registers are reviewed at monthly team meetings to ensure risks are considered. The teams are: the three regions, Conservation, Enterprise, Regeneration, Communications, Fundraising, and Finance and ICT. Any departmental risk of severity 12 or more, or an impact of 5 is reported to SMT for consideration in the national risk register.
- SMT formally review risks on a quarterly basis and prior to preparation of the Finance and Audit Committee papers. SMT considers departmental risk registers on a rotational basis.
- The Finance and Audit Committee formally review the risk register every six months.
- The Board of Trustees review the risk register annually, prior to the accounts being signed off, in order that the Governance Statement can be signed.

### *Covid 19*

At this point in time it is not possible to fully consider the ongoing impacts arising from COVID-19, however the Trustees have considered the possible risks and have put in place measures to maintain income and reduce future expenditure if required. The position will be kept under constant review and the Trustees will as required take necessary steps to ensure the group continues as a going concern.

### *Whistleblowing*

The CCT is committed to the highest standards of accountability and transparency. A whistleblowing policy is in place that encourages staff to raise issues. Various reporting mechanisms are in place for staff including direct access to our internal auditors.

### *Information Management*

The CCT is registered with the Information Commissioner's Office. The CCT suffered no significant protected personal data incidents during 2020/21 (2019/20: 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 honesty, 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 Institute of Fundraising and follow the Fundraising Code of Practice. In 2020/21

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

there were no failures to comply with standards, no complaints were received directly and no requests 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 volunteers and friends groups. With the exception of legacies, 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 from our website.

### *Sickness Absence Disclosure*

During the year, staff were off work due to sickness for a total of 123 (2019/20: 189), an average of 1.7 days (2019/20: 2.7) per staff member. These figure exclude long term sickness. If long term absences are included, the total rises to 188 (2019/20: 235 days).

### *Consultancy and Contingent Labour Spend Disclosure*

During the year-ending 31 March 2021, £15,762 (2019/20: £158,414) was spent on consultancy. £105,320 (2019/20: £267,756) 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 2021, the 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 the 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.

Risk management is an on-going process and will continue to be integral to strategic and operational planning and to the delivery of the objectives and targets of the CCT. Risk management practice and procedure will also continue to be reviewed and developed in order to ensure effective control, good management and accountability. No significant control issues arose during the year.

**Peter Aiers**  
**Accounting Officer and Chief Executive**

## **11. INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE CHURCHES CONSERVATION TRUST**

We have audited the financial statements of Churches Conservation Trust ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the 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 the parent charity's affairs as at 31 March 2021 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 or the 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 the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **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 the Trustees which includes the Strategic Report and 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 Strategic Report and the Directors' Report included within the Report of the 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 Strategic Report or the Directors' Report included within the Report of the 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 and proper 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 23, the trustees (who are also the directors of the parent charity for the purposes of company law) 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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.

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 activities, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006 and the Charities Statement of Recommended Practice.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting

## REPORT OF TRUSTEES AND ACCOUNTING OFFICER

estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the group and the parent charity which were contrary to applicable laws and regulations, including fraud.

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](http://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.

Signed:

### **David Hoose (Senior Statutory Auditor)**

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS

Date: 2<sup>nd</sup> July 2021

## 12. FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2021	Total 2020
Notes	£	£	£	£	£
<b>INCOME</b>					
Donations & Legacies	457,242	255,583	-	<b>712,825</b>	654,626
Income from Charitable Activities	5,052,592	4,967,291	-	<b>10,019,883</b>	7,192,965
Income from Investments	533	17,348	-	<b>17,881</b>	24,165
Other Trading Activities	339,590	13,976	-	<b>353,566</b>	577,617
<b>TOTAL INCOME</b>	<b>5,849,957</b>	<b>5,254,198</b>	<b>-</b>	<b>11,104,155</b>	8,449,373
<b>Expenditure on Raising Funds</b>					
Fundraising and Communications	(808,538)	(83,328)	-	<b>(891,866)</b>	(1,053,011)
<b>Expenditure on charitable activities</b>					
Church Repairs and Maintenance	(3,365,431)	(4,971,653)	-	<b>(8,337,084)</b>	(5,242,057)
Keeping Churches Open	(1,675,075)	(219,413)	-	<b>(1,894,488)</b>	(2,185,203)
Total charitable activities	(5,040,506)	(5,191,066)	-	<b>(10,231,572)</b>	(7,427,260)
<b>TOTAL EXPENDITURE</b>	<b>3 (5,849,044)</b>	<b>(5,274,394)</b>	<b>-</b>	<b>(11,123,438)</b>	(8,480,271)
<b>Net income / (expenditure)</b>	913	(20,196)	-	<b>(19,283)</b>	(30,898)
<b>Other recognised gains and losses</b>					
Unrealised gains / (losses)	<b>8 -</b>	-	81,259	<b>81,259</b>	(41,749)
<b>Net movement in funds</b>	14,963	(20,196)	81,259	<b>61,976</b>	(72,647)
Balances brought forward at 1 April 2020	429,651	571,507	504,957	<b>1,506,115</b>	1,578,761
<b>Balances carried forward at 31 March 2021</b>	<b>430,564</b>	<b>551,311</b>	<b>586,216</b>	<b>1,568,091</b>	1,506,114

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

**STATEMENTS OF FINANCIAL POSITION  
AS AT 31 MARCH 2021**

		Group	Charity	Group	Charity
		2021	2021	2020	2020
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Intangible fixed assets	<b>6</b>	-	-	357	357
Tangible fixed assets	<b>7</b>	-	-	-	-
Investment in Subsidiary		-	1	-	1
Fixed assets investments	<b>8</b>	407,045	407,045	325,786	325,786
		<b>407,045</b>	<b>407,046</b>	<b>326,143</b>	<b>326,144</b>
<b>CURRENT ASSETS</b>					
Debtors	<b>9</b>	2,179,914	2,165,438	1,505,447	1,498,767
Cash at bank and in hand		1,312,647	1,266,542	1,459,086	1,379,491
		<b>3,492,561</b>	<b>3,431,980</b>	<b>2,964,533</b>	<b>2,878,258</b>
<b>Creditors</b>					
Amounts falling due within one year:	<b>10</b>	(2,331,515)	(2,273,434)	(1,784,562)	(1,714,627)
<b>NET CURRENT ASSETS</b>					
		1,161,046	1,158,546	1,179,971	1,163,631
<b>NET ASSETS</b>					
	<b>11</b>	<b>1,568,091</b>	<b>1,565,592</b>	<b>1,506,114</b>	<b>1,489,775</b>
<b>FUNDS</b>					
Endowment funds	<b>11</b>	586,216	586,216	504,957	504,957
Income funds	<b>11</b>	981,875	979,376	1,001,157	984,818
		<b>1,568,091</b>	<b>1,565,592</b>	<b>1,506,114</b>	<b>1,489,775</b>

Approved and authorised for issue by the Trustees on: 22 June 2021  
Signed on their behalf by:

**Sue Wilkinson**  
**Interim Chair of the Trustees**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDING 31 MARCH 2021**

	<b>2021</b>	2020
	<b>£</b>	£
<b>Cash outflow from operating activities</b>		
Net expenditure	<b>(19,283)</b>	(30,898)
Adjustments for:		
Depreciation	<b>357</b>	33,922
Investment Income	<b>(17,881)</b>	(24,165)
Trade and other receivables	<b>(674,467)</b>	(557,567)
Trade and other payables	<b>546,954</b>	189,578
<b>Net cash (outflow) from operating activities</b>	<b>(164,320)</b>	(389,130)
<b>Cash flows from investing activities</b>		
Interest received	<b>17,881</b>	24,165
Net cash inflow / (outflow) from investing activities		
<b>Net (decrease) in cash and cash equivalents</b>	<b>(146,439)</b>	(364,965)
Balance as at 1 April	<b>1,459,086</b>	1,824,051
Balance as at 31 March	<b>1,312,647</b>	1,459,086

## 13. NOTES TO THE ACCOUNTS

### 1.

#### (a) Accounting Policies

The accounts have been prepared in accordance with the Accounts Direction issued by the Department for Digital, 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 undertakings, all of which were prepared to 31 March 2021. The trading results of the subsidiary undertakings as shown in note 16 are consolidated on a line-by-line basis within the consolidated statement of comprehensive income.

#### (c) Income

Income from Charitable Activities includes Grant-in-Aid from the Department for Digital, Culture, Media and Sport amounting to £2,788,000 (2019/20: £2,608,000) and a grant from the Church Commissioners amounting to £1,430,000 (2019/20: £1,430,000). 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 Comprehensive Income on an accruals basis. The CCT is not registered for VAT and accordingly, expenditure is shown gross 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 the CCT and include the audit fees and costs linked to the strategic management of the 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 the 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 Digital, 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 account for the tangible fixed

assets by modified historic cost accounting 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) Intangible Fixed Assets**

Intangible fixed assets, intellectual property owned by the CCT, are included. They are capitalised at cost where they exceed a value of £1,000 and are depreciated over an estimated useful life of four years.

**(h) 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.

**(i) Finance and Operating Leases**

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

**(j) Heritage Assets**

The CCT maintains 356 (2019/20: 356) churches in support of the 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 the 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 the CCT and the users of these accounts. As a result, no value is reported for these assets in the 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 12 to the accounts.

**(k) Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in Note 5. The defined benefit schemes 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. In respect of the defined contribution schemes, the CCT recognises the contributions payable for the year.

**(l) Taxation**

The 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**

**COVID-19**

The Trustees have reviewed detailed cash flow projections to 31 March 2022 and have agreed detailed budgets for the year ended 31 March 2022. 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 the 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. Comparative SOFA 2019/20**

	Unrestricted Funds	Restricted Funds	Endowment Funds	<b>Total 2020</b>
Notes	£	£	£	£
<b>INCOME</b>				
Donations & Legacies	516,805	137,821	-	<b>654,626</b>
Income from Charitable Activities	4,327,460	2,865,505	-	<b>7,192,965</b>
Income from Investments	3,537	20,628	-	<b>24,165</b>
Other Trading Activities	571,911	5,706	-	<b>577,617</b>
<b>TOTAL INCOME</b>	<b>5,419,713</b>	<b>3,029,660</b>	-	<b>8,449,373</b>
<b>Expenditure on Raising Funds</b>				
Fundraising and Communications	(870,759)	(182,252)		<b>(1,053,011)</b>
<b>Expenditure on charitable activities</b>				
Church Repairs and Maintenance	(2,757,151)	(2,484,906)		<b>(5,242,057)</b>
Keeping Churches Open	(1,849,154)	(336,049)		<b>(2,185,203)</b>
Total charitable activities	(4,606,305)	(2,820,955)		<b>(7,427,260)</b>
<b>TOTAL EXPENDITURE</b>	<b>3 (5,477,064)</b>	<b>(3,003,207)</b>		<b>(8,480,271)</b>
<b>Net income/(expenditure)</b>	(57,351)	26,453	-	<b>(30,898)</b>
<b>Other recognised gains and losses</b>				
Unrealised gains on investments	8 -	-	(41,749)	<b>(41,749)</b>
<b>Net movement in funds</b>	(57,351)	26,453	(41,749)	<b>(72,647)</b>
Balances brought forward at 1 April 2019	487,002	545,053	546,706	<b>1,578,761</b>
<b>Balances carried forward at 31 March 2020</b>	<b>429,651</b>	<b>571,506</b>	<b>504,957</b>	<b>1,506,114</b>

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 £	<b>2021 Total £</b>	2020 Total £
<b>Expenditure on Raising Funds</b>					
Fundraising and communications	504,613	17,862	369,391	<b>891,866</b>	1,053,011
<b>Expenditure on Charitable Activities</b>					
Church repairs and maintenance	837,371	7,171,032	328,681	<b>8,337,084</b>	5,242,057
Keeping churches open	1,215,368	193,909	485,211	<b>1,894,488</b>	2,185,203
<b>Total Charitable Activities</b>	<b>2,052,739</b>	<b>7,364,941</b>	<b>813,892</b>	<b>10,231,572</b>	<b>7,427,260</b>
<b>TOTAL EXPENDITURE</b>	<b>2,557,352</b>	<b>7,382,803</b>	<b>1,183,283</b>	<b>11,123,438</b>	<b>8,480,271</b>

The church repairs and maintenance figure above includes a grant of £1.1m (2019/20: £1.4m) 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. The Trustees neither received nor waived any emoluments during the year (2019/20: nil). Zero (2019/20: One) received reimbursements for travel and subsistence (2019/20: £518). Unclaimed Trustee expenses for the year are estimated at £1,000.

Net income is stated after charging Auditors' Remuneration of £19,740 (2019/20: £18,000)

ALLOCATED SUPPORT COSTS	Fundraising £	Church repairs & maint. £	Keeping churches open £	<b>2021 Total £</b>	2020 Total £
Staff costs	172,931	153,872	227,152	<b>553,955</b>	619,071
Office costs	82,611	73,507	108,513	<b>264,631</b>	365,115
Communications	13,862	12,334	18,207	<b>44,403</b>	115,796
IT costs	81,428	72,454	106,959	<b>260,841</b>	252,909
Professional consultancy	9,260	8,239	12,163	<b>29,662</b>	182,377
Depreciation	112	99	146	<b>357</b>	33,923
Governance	9,188	8,176	12,070	<b>29,434</b>	32,050
	<b>369,392</b>	<b>328,681</b>	<b>485,210</b>	<b>1,183,283</b>	1,601,241

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

#### 4. Salaries, Employment Costs and Expenses

	<b>2021 Total £</b>	2020 Total £
Gross salaries	2,223,170	2,341,047
Social security costs	201,878	141,129
Pension costs	552,997	446,058
Travel expenses	37,715	218,049
Staff training	5,002	23,653
Recruitment costs	9,675	36,639
Restructuring costs	-	14,843
Staff admin costs	80,869	8,573
	<b>3,111,306</b>	<b>3,229,991</b>
Number of employees as at 31 March	73	71

As at 31<sup>st</sup> March four employees (2019/20: two) earned over £60,000 during 2020/21, with three salaries falling in the £60,000 to £70,000 band, and one in the £80,000 to £90,000 band. Total remuneration for the senior management team in 2020/21 was £396,350 (2019/20: £415,617). The total number of employees on 31 March 2021 was 73, which includes 16 employees on fixed term contracts (2019/20: 21). There were no interim agency workers (2019/20: 1).

#### 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 (insert employer’s name) is unable to identify its share of the underlying assets and liabilities.

The scheme actuary valued the PCSPS as at 31 March 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2020-21, employers’ contributions of £528,431 were payable to the PCSPS (2019-20 £423,000) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

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 2020-21 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 £23,857 (2019-20 £23,000) 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 £708 (2019-20 £949), 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](http://www.civilservicepensionscheme.org.uk)

## 6. Intangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Total £
At 1 April 2020 and 31 March 2021	191,301
<b>DEPRECIATION</b>	
At 1 April 2020	190,944
Charge for the year	357
At 31 March 2021	191,301
<b>NET BOOK VALUE</b>	
<b>At 31 March 2021</b>	<b>0</b>
<b>At 31 March 2020</b>	<b>357</b>

## 7. Tangible Fixed Assets

<b>GROUP AND CHARITY COST</b>	Tenants' Improvements £	Furniture & Equipment £	<b>Total £</b>
At 1 April 2020 and 31 March 2021	39,619	105,544	<b>145,163</b>
<b>DEPRECIATION</b>			
At 1 April 2020	39,619	105,544	<b>145,163</b>
Charge for the year	-	-	-
At 31 March 2021	39,619	105,544	<b>145,163</b>
<b>NET BOOK VALUE</b>			
<b>At 31 March 2021</b>	-	-	-
<b>At 31 March 2020</b>	-	-	-

## 8. Fixed Asset Investments

	Permanent Endowment Funds	Total Funds
	£	£
<b>GROUP AND CHARITY</b>		
At 1 April 2020	325,786	367,535
Sales	68,034	27,261
Purchases	(78,611)	(22,371)
Movement in cash	10,577	(4,890)
Net unrealised profit on revaluation	81,259	(41,749)
<b>At 31 March 2021</b>	<b>407,045</b>	<b>325,786</b>
Historic cost at 31 March 2021	255,361	255,361

The unrealised profit was calculated as a result of the CCT's annual revaluation of its assets.

## 9. Debtors

All amounts fall due within one year.	2021 Group £	2021 Charity £	2020 Group £	2020 Charity £
Listed Places of Worship Grant Scheme	504,058	504,058	79,405	79,405
Due from grant giving bodies	1,385,569	1,385,569	1,216,146	1,216,146
Other debtors and prepayments	290,287	275,811	209,896	203,216
	<b>2,179,914</b>	<b>2,165,438</b>	<b>1,505,447</b>	<b>1,498,767</b>

## 10. Creditors

Amounts falling due within one year.	2021 Group £	2021 Charity £	2020 Group £	2020 Charity £
Trade creditors	859,685	836,246	67,569	61,459
Accruals and deferred income	80,752	38,752	144,289	68,139
Grant payment due to Foundation	1,061,610	1,061,610	1,428,303	1,428,303
Other creditors	329,468	336,826	144,401	156,726
	<b>2,331,515</b>	<b>2,273,434</b>	<b>1,784,562</b>	<b>1,714,627</b>

The CCT paid 99.5% of supplier invoices within 30 days of receipt.

## 11. Funds

<b>GROUP</b>	Balance as at 1 April 2021	Income	Expenditure	Unrealised gains on investments	<b>Balance as at 31 March 2021</b>
	£	£	£	£	£
Unrestricted funds	<b>429,651</b>	5,849,957	(5,848,044)	-	<b>430,564</b>
Restricted funds	<b>571,507</b>	5,254,198	(5,274,394)	-	<b>551,311</b>
Permanent Endowment	<b>325,786</b>	-	-	81,259	<b>407,045</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,506,115</b>	<b>11,104,155</b>	<b>(11,123,438)</b>	<b>81,259</b>	<b>1,568,091</b>

<b>CHARITY</b>	Balance as at 1 April 2021	Income	Expenditure	Unrealised gains on investments	<b>Balance as at 31 March 2021</b>
	£	£	£	£	£
Unrestricted funds	<b>413,311</b>	5,815,923	(5,801,171)	-	<b>428,065</b>
Restricted funds	<b>571,507</b>	5,254,198	(5,274,393)	-	<b>551,311</b>
Permanent Endowment	<b>325,786</b>	-	-	81,259	<b>407,045</b>
Expendable Endowment	<b>179,171</b>	-	-	-	<b>179,171</b>
	<b>1,489,775</b>	<b>11,070,121</b>	<b>(11,075,564)</b>	<b>81,259</b>	<b>1,565,592</b>

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

**Expendable Endowment funds** comprise assets held by the 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 five church balances at 31 March 2021 relate to: Stirchley St James; Inglesham St John; Sudbury St Peter's; Kings Lynn St Nicholas' Chapel; and Croome d'Abitot St Mary Magdalene.

## 12. Heritage Assets

The CCT maintains 356 churches which have been acquired since the 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 the CCT's already limited finances. Every three years, one third of the CCT's estate is reviewed for repair liabilities.

**Additions in 2020/21:** None

**Disposals in 2020/21:** None

**Five year summary of heritage asset transactions**

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

	2020/21	2019/20	2018/19	2017/18	2016/17
Churches vested in the CCT	356	356	353	353	350
New Vestings	0	3	-	3	1
Disposals	-	-	-	-	-

**13. Operating Lease Commitments**

The commitment in respect of operating leases were:	<b>2021</b>	2020
<b>Leases expiring under one year:</b>	<b>£</b>	£
Land and Buildings	<b>99,900</b>	99,000
<b>Leases expiring between two and five years:</b>		
Land and buildings	<b>62,438</b>	171,563
	<b>162,338</b>	270,563

Lease payments for Land and Buildings amounting to £117,802 were made in the year (2019/20: £121,928).

**14. Repair Commitments**

At 31 March 2021 the CCT had contracted for the following repair projects:

	<b>2021</b>	2020
	<b>£</b>	£
2020/21 Programme	<b>572,376</b>	45,559

At 31 March 2021, the Trustees had approved expenditure totalling £8.2 million (March 2020: £8.4 million) which, apart from the above programme expenditure, had not been contracted for at 31 March 2021.

**15. Net Assets**

<b>GROUP</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2021 Total £</b>	2020 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	357
Investments	-	-	407,045	<b>407,045</b>	325,786
Cash	1,293,651	(160,175)	179,171	<b>1,312,647</b>	1,459,086
(creditors) less debtors	(863,087)	711,486	-	<b>(151,601)</b>	(279,115)
<b>Total</b>	<b>430,564</b>	<b>551,311</b>	<b>586,216</b>	<b>1,568,091</b>	1,506,114

## NOTES TO THE ACCOUNTS

<b>CHARITY</b>	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	<b>2021 Total £</b>	2020 Total £
Tangible fixed assets	-	-	-	-	-
Intangible fixed assets	-	-	-	-	357
Investments	-	-	407,045	<b>407,045</b>	325,787
Cash	1,247,546	(160,175)	179,171	<b>1,266,542</b>	1,379,491
(creditors) less debtors	(819,481)	711,486	-	<b>(107,995)</b>	(215,860)
<b>Total</b>	<b>428,065</b>	<b>551,311</b>	<b>586,216</b>	<b>1,565,592</b>	1,489,775

### 16. Trading Subsidiary

The CCT has a trading subsidiary, Churches Conservation Trust Enterprises Ltd (company number 08125965). Summary results are included below.

	<b>2021</b>	2020
	£	£
Turnover	72,379	177,618
Cost of Sales	(75,762)	(150,607)
Overhead costs	(8,303)	(8,672)
Profit	<b>(11,686)</b>	18,339
Tax	(1,655)	-
Distribution	(500)	(9,532)
Operating Profit	<b>(13,841)</b>	8,807

	<b>2021</b>	2020
Current Assets	<b>74,897</b>	100,593
Creditors	<b>(72,399)</b>	(84,253)
Net Assets	<b>2,498</b>	16,340
Profit and Loss account	<b>2,497</b>	16,339
Share Capital	<b>1</b>	1
Total Shareholder's funds	<b>2,498</b>	16,340

### 17. Related Party Transactions

The CCT is sponsored by DCMS and the Church Commissioners. The Department for Digital, 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), established during 2012/13, and shares a minority of its Trustees with the CCT. £680,312 was received from Churches Conservation in 2020/21 (2019/20: £645,000). A grant of £1,061,608 was paid to Churches Conservation in 2019/20 (2019/20: £1,428,000).

As at 31 March 2021, CCT had a creditor balance of £1,061,608 (£1,428,000 at 31 March 2020) and a debtor balance of £641,764 (£369,000 at 31 March 2020).

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

**18. Post balance sheet events**

None.

**19. Value of Volunteers**

The 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 the CCT.

Some 1,800 members of the public usually volunteer for the CCT and many are provided with training and support as a part of this activity. Due to our sites being closed for the majority of the year, it has not been possible to collect volunteer data for 2020/21. In 2019/20, based on responses to a volunteer survey, it was calculated that our volunteers work 110,810 (2018/19: 126,980) hours per annum. If we were to value them at £8.21 per hour (national minimum wage for over 25's), the economic worth of the work they did for the year-ended 31 March 2020 amounted to £909,750 (2018/19: £994,253).

## 20. Acknowledgements

The CCT wishes to record its thanks for the continuing help and support it receives that enables it to do its work across its 356 churches. The list below notes the Trust's sponsors (who provide its Statutory Grant), the Trusts and Foundations, Friends of Churches, other organisations and individuals that, in the year, gave generously to the Trust. We are also grateful to those who would like their support to remain anonymous

### The Trust's Key Sponsors

The Department for Digital, Culture, Media and Sport

The Church Commissioners

National Lottery Heritage Fund

Cultural Recovery Fund

Historic England

The Department of Education

### Chancel Club

Ralph & Elizabeth Aldwinckle  
Michael Bartlett  
Stephen Chater  
Adrian Clark  
Tim Clarke  
Stephen Dawson & Tom Peers  
William Donaldson  
Judith Donovan CBE  
James Gilpin  
Tim Harris  
Rupert Lycett Green  
Professor Vincent Porter  
Michael Rimmer  
Professor Andrew Spicer  
Margaret Thornton

### Vice Presidents and Patrons

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Lord Brooke of Sutton Mandeville CH, PC  
Debbie Dance MSc, MRICS, FRSA  
The Rt Hon Frank Field MP, DL  
Dame Liz Forgan DBE  
Dr Loyd Grossman CBE, FSA  
Jools Holland OBE, DL  
Dr Bettany Hughes OBE  
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Peter Aiers	Chris Kenny
Professor Victor Bulmer-Thomas CMG, OBE	Mark Kirby
Jonathan Clowes	Christopher Knight
The Revd. Richard Coles	Peter & Pamela Mansfield
Lord Patrick Cormack	John Newman FSA
Alison Dumbell	Alison Oliphant
John Goodall	Colin & Brenda Soden
Edward Harley OBE, DL	Michael Walker
Philippa Hudson	Miranda Wilson

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Simon Barrett	Ronald Mitchell
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Mark Nicholas Mason Ellis	John Osborn CBE
Dr Norma O'Flynn	Bob & Claire Stacey
Michael Fowle CBE, FCA	Lesley Thomson
Peter Gent	Simon & Noni de Zoete

Professor Richard Jenkyns  
**Corporate Partners**

E-Bound AVX Ltd  
Ecclesiastical  
Starck Uberoi Solicitors Ltd

**Trusts, Foundations and Organisations**

Allchurches Trust	Suffolk County Councillor David Richie from his Locality Budget
Architectural Heritage Fund	Suffolk County Councillor John Field from his Locality Budget
Babergh & Mid Suffolk District Council	The Christmas Carol and Summer Evensong congregations of St Peter ad Vincula, Colemore
Bayfield Charitable Trust	The Fairfield Charitable Trust
Bolton Council	The Geoffrey Watling Charity
Divisional Fund of Bob Banks – Evesham Councillor	The Ian Askew Charitable Trust
Divisional Fund of John Smith – Evesham Councillor	The Loppylugs & Barbara Morrison Charitable Trust
Fitzwilliam Wentworth Amenity Trust	The Osberton Trust
Friends of All Saints, East Horndon	The Parish of Christ The King, Paola, Malta
Friends of Botolphs Church	Giuseppe Piero Mastrovalerio, Sicily, Italy
Friends of Old Christ Church, Waterloo	The Prynce's Holme Lacy Charity
Friends of St Mary's Church, Bungay	The Spiller Trust
Friends of St Mary's, Stainburn	The WGFJM Charitable Trust
Friends of St Peter & St Paul, Albury	Tom Hall Charitable Trust
Harrison's Charity	Worcestershire County Council.
J Paul Getty Jnr Charitable Trust	
Rupert & Elizabeth Nabarro Charitable Trust	
Shrewsbury Town Council	
Sir John Priestman Charity Trust	

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Gifts in wills play an important and much valued part in supporting the work of the Trust. We would like to thank the following named donors and those who wish to remain anonymous for pledging a gift for the Trust in their wills:

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