



The Cathedral Church of the Holy and Undivided Trinity of Ely

2025 Report

and consolidated financial statements

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Registered charity number 1202546



*Home & Garden Show,
July 2025*



CAMBRIDGE

Message from the Dean

This annual report for 2025 is the last one for which I write an introductory message, ahead of my retirement at the end of July 2026 after fourteen years as Dean of Ely.

Although much has changed at Ely Cathedral since 2012, I am grateful that some things remain the same. The worship of Almighty God continues to be our focus. We are blessed still to be served by a superb team of clergy, staff and volunteers. The highest standards of choral musical tradition are sustained in support of our worship, thanks to our teams of gifted and committed musicians and singers.

Overseeing our worship in the role of Precentor for more than seventeen years was our dear colleague and friend, Canon Jim Garrard. We were all affected very deeply by his untimely death in December. We are enormously grateful for his service to the Cathedral and we miss him greatly.

Throughout my time at the Cathedral, the worship of Almighty God has been my priority. In support of this fundamental purpose, it has been my aim to leave the Cathedral in the best condition possible: as a beautiful building dedicated to the glory of God; as a financially and environmentally sustainable organisation; and as a community seeking to live out the truth that we are all - every single one of us - made in the image of God. This report is a testament to the many people serving this place that have made this aim as real as it can be in an often difficult world.

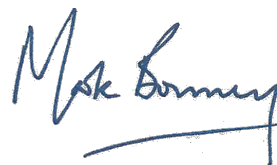
I retire confident in the future of Ely Cathedral. We were delighted to welcome Canon Jenny Wright as Canon Theologian in May 2025. Canon James Reveley took up the role of Precentor shortly after Easter 2026 and takes on the role of Interim Dean upon my retirement. I know that my colleagues are looking forward to welcoming Canon Robert Mackley as Canon Pastor in September.

Personal highlights for me in 2025 included our inaugural Home & Garden Show, which will now be a regular event alongside the Christmas Fair. The installation of an air source heat pump in the Almonry Kitchen restaurant marks another important step in meeting our Net Zero ambitions. Conservation work on the High Altar reredos has achieved wonderful results.

At the time of writing, we await the formal report from the external audit of our safeguarding arrangements, approach and culture. Nevertheless, I am greatly reassured by the initial feedback we received, and hugely grateful to the care and attention that so many people across the Cathedral community have given to making this a safe place.

I conclude with my personal thanks to everyone at the Cathedral. I'm especially grateful to my Chapter colleagues who have been a constant support. A huge thank you to all the staff and volunteers, whose work is celebrated in this report.

I pray that this wonderful Cathedral will long continue joyfully to proclaim the love of God in worship, outreach, welcome and care.



The Very Reverend Mark Bonney DL
Dean of Ely

Thanks

An enormous thank you is owed to the Rt Revd Dr Dagmar Winter who, as Acting Bishop of Ely since July 2023 has been a great friend of the Cathedral. We have hugely benefited from Bishop Dagmar's advice, friendship and support and we continue to pray for her in her new role as Bishop of Edinburgh. We look forward to working with and supporting the new Bishop of Ely, the Rt Revd Sarah Clark, whose public ministry in the Diocese began in June 2026, after the balance sheet date.

We are very grateful indeed for the enormous contribution of our four hundred or so volunteers, many of whom volunteer in multiple roles at the Cathedral. We thank everyone who has given their time and energy to support the Cathedral in 2025.

We are indebted to our many voluntary officeholders. We particularly thank George Lynn who retired at the end of 2025 from chairing our Audit & Risk Committee and from being a member of our Finance Committee. We are hugely grateful to Bill Dastur for being willing to be appointed as Interim Chair of the Audit & Risk Committee whilst we recruited for a substantive Chair. We thank too Jon Chapman, whose term of office ended in 2025 as Independent Chair of Ely Cathedral Safeguarding Advisory Group.

We thank the members of our working groups planning for an overhaul of the Cathedral organ in 2027-28, and our environmental work - which continues to live up to our gold EcoChurch status.

Many individuals and organisations have supported us financially in 2025, helping to pay for conservation and environmental work, our outstanding choral musical tradition, and the work of our learning team. We particularly thank all those who have left legacies to us in their wills, as their final act of support to the Cathedral.

Those who are content to be named are thanked overleaf, and we thank also those who wish their gift to remain private.

With thanks to:

The late Miss Ruth Arnold
The late Mrs Diane Barlow
Benefact Trust
The late Mr Tony Blyth
Cathedral Music Trust
Chapman Charitable Trust
The Church Commissioners for England
The Church of England Net Zero Demonstrator Fund
The late Ms Ruth Margaret Davies
The Rainbow Dickinson Trust
The late Mr Keith Dolby
Ecclesiastical Insurance Group
Ely Grazing Company
EMG Motor Group
The late Ms Christine Farrington
The Friends of Ely Cathedral
The late Mrs Anne Frost
Garfield Weston Foundation
The Giant Wheel Company
Simon Gibson Charitable Trust
Nicholas and Judith Goodison's Charitable Settlement
The late Mrs Sheila Heather
Julia Rausing Trust
King's Ely
The Michael Marks Charitable Trust
McCorquodale Charitable Trust
The Anthony and Elizabeth Mellows Charitable Settlement
Metcalf Copeman & Pettefar LLP
Miss Helen Isabella McMorran Charitable Foundation
The late Mr John Nash
Members of the Order of St Etheldreda
The late Mr Gordon Ottewell
The Jack Patston Charitable Trust
The Pilling Trust Fund
Poets House
The Patrick Rowland Foundation
The late Mr Stanley Scott
The late Mr Richard Slogrove
Tesco Stronger Starts
The late Mr James Tilly
The Williams Church Music Trust
The Wyss Foundation

Our volunteers, clergy, staff and all who have supported the life and work of the Cathedral in 2025.



Detail of the High Altar reredos, designed by George Gilbert Scott, which underwent conservation work in 2025 thanks to funding from The Friends of Ely Cathedral and a private charitable trust



The Cathedral in early 2025 following the completion of a major new lighting scheme funded by The Friends of Ely Cathedral

About Ely Cathedral

Our inheritance

Ely Cathedral has been a centre for Christian worship and service since the seventh century. St Etheldreda founded the first monastery at Ely in 673 and we continue to keep major festivals in her honour on 23 June and 17 October each year.

The abbey at Ely was raised to cathedral status in 1109. After being dissolved as a monastery in 1539 by Henry VIII, we were refounded as a cathedral in 1541 and dedicated to the Holy and Undivided Trinity. Since then we have been in continuous existence, constantly evolving to fulfil our fundamental purpose.

Our mission and vision

We align ourselves with the vision statement of the Diocese of Ely, that *'we pray to be a generous and visible people of Jesus Christ'*.

Our mission

Joyfully proclaiming the love of God in worship, outreach, welcome and care

During 2025, we undertook a significant listening exercise, supported by BRODIE Partners, to consider a new vision and direction for the Cathedral. This is set out in more detail on p17.

How we are funded

The Cathedral receives no routine state funding, nor do we receive funding from the parishes of the Diocese, nor from Ely Diocesan Board of Finance.

The Church Commissioners pay the stipends of the Dean and two Residentiary Canons and provide some additional grant funding. This was equivalent to around 7% of our income in 2025.

Otherwise, the Cathedral generates all of the income we need through a combination of earning income from the assets and resources available to us, and through our own fundraising efforts and the kind support of many individuals and charitable bodies. More information is on p16 and pp27-30.

Cathedral bodies

As well as the Cathedral itself, this annual report and the accompanying consolidated financial statements include the activities and finances of Ely Cathedral Trust and Ely Cathedral Enterprises Ltd.

Ely Cathedral Trust is a charitable foundation, registered with the Charity Commission. It acts as a fundraising arm for the Cathedral and manages significant financial investments for the long term benefit of the Cathedral.

Ely Cathedral Enterprises Ltd is a trading entity, registered in England and Wales and wholly owned by the Cathedral. Its directors are responsible for the performance of a shop and restaurant under the Cathedral's ultimate control. Since spring 2025, the Cathedral's restaurant has been managed under an agreement with the Cambridge Dining Company.

To help readers understand the financial position of the Cathedral alone, as part of this annual report we review some key financial information relating to the Cathedral only (see pp27-30). We also publish a 'Cathedral only' version of the statement of financial activities (see p41) and balance sheet (see p43).

The Friends of Ely Cathedral are separately constituted as a charitable incorporated organisation. The charity is independent of the Cathedral (although the Dean is an ex officio trustee and Chapter appoints some of their trustees). As The Friends of Ely Cathedral exists wholly to benefit the Cathedral, summarised financial information is given on p67.

The Stained Glass Museum (which is located at the Cathedral) is entirely separate from - and independent of - the Cathedral. It publishes its own annual report and accounts.

Our objectives & activities

Our purposes

The Cathedral has two core purposes:

- being the seat of the Bishop of Ely and a centre for worship and mission; and
- providing a focus for the life and work of the Church of England in the Diocese of Ely.

Our charitable objectives

Our objectives are:

- advancing the Christian religion in accordance with the faith and practice of the Church of England, in particular by furthering the mission of the Church of England, pastoral, evangelistic, social and ecumenical
- caring for and conserving the fabric and structure of the Cathedral Church building
- advancing any other charitable purposes which relate to the two objectives above.

Our activities

The significant activities we undertake, and how these relate to our core purposes and our charitable objectives are set out in the table overleaf.

Our aims

The nature of our core purposes and charitable objectives means that our key aims are directed at maintaining, sustaining and enhancing the life and work of the Cathedral, directed towards our core purposes and charitable objectives. It also means securing our financial sustainability. Our approach to this is set out on pp27-30.

We hope that the difference we make is to enable a wide range of people - however they encounter us - to grow into the love of God revealed in Jesus Christ.

Our overall approach to achieving this is to ensure that, across the full range of activities (as set out in the table opposite), we strive to be a sustainable Christian community, joyfully proclaiming the love of God in worship, outreach, welcome and care.

Social investment

The Cathedral is not permitted (both by our own constitution and by the Cathedrals Measure 2021) to make use of the power conferred by section 292B of the Charities Act 2011 (social investment power).

Grant-making

The Cathedral makes donations to certain charities each year as part of our Christian witness and which further our charitable purposes. These donations are made from collections at particular services and from a proportion of regular congregational giving in the form of stewardship.

Small grants are sometimes made, to further the Cathedral's charitable objects. Such grants are made under the Cathedral's grant-making policy, which conforms with Charity Commission guidance.

Ely Cathedral Trust makes very significant grants to the Cathedral each year. It does so under formal grant agreements. It does not make grants to any organisation other than Ely Cathedral.

Volunteers

Volunteers make a hugely significant and highly valued contribution to the life of the Cathedral. At the end of 2025, we were supported by a total of 408 volunteers in 24 distinct roles. During the course of the year, we were joined by 48 new volunteers (2024: 51).

Public benefit

The Cathedral Chapter confirms that in its direction and oversight of the administration of the affairs of the Cathedral it has had regard to Charity Commission guidance on public benefit. In so doing, Chapter has ensured that the main activities undertaken by the Cathedral have furthered the Cathedral's purposes for the public benefit. These activities and their relationship to our purposes for the public benefit are outlined on p9.

Those activities shown in the blue and purple boxes directly further our purpose and objectives for the public benefit. Those activities shown in the red boxes do so indirectly.

Core purposes

Being the seat of the Bishop and a centre for worship and mission.

Providing a focus for the life and work of the Church of England in the Diocese.

Activities:

Celebrating services of baptism, confirmation, ordination, the licensing of lay ministers, and the annual renewal of ordination vows at the Chrism Eucharist.

Hosting Diocesan services and events for those in the parishes of the Diocese with safeguarding responsibilities.

Welcoming pupils from schools in the Diocese of Ely Multi-Academy Trust to a special Christmas Carol Service.

Celebrating special and civic events, such as for General Election hustings and an annual justice service.

Providing free entry to the Cathedral year-round for all those who worship in the parishes of the Diocese and for all on major festivals.

Charitable objectives

Advancing the Christian religion in accordance with the faith and practice of the Church of England

Activities:

Holding at least three **acts of worship** every day of the year, including **regular choral worship**, and **livestreaming** an average of five services each week.

Providing **pastoral care** to our congregation, pilgrims and visitors.

Maintaining a wide programme of **Christian education and formation** for adults, children and families.

Engaging in a range of **social issues** through lecture series, discussions and preaching.

Welcoming members of **other Christian denominations** as Etheldreda (Ecumenical) Canons of the Cathedral and providing hospitality to other Churches wishing to worship at the Cathedral.

Caring for God's created world by reducing our carbon footprint and enhancing biodiversity on the land under our stewardship.

Providing free entry to the Cathedral year-round for local residents, care workers, children and Cambridgeshire students.

Caring for and conserving the fabric and structure of the Cathedral Church building

Maintaining the Cathedral Church building and the many ancient monastic buildings in the Cathedral precinct under our care.

Commissioning and supervising **conservation work** to preserve the Cathedral for future generations.

Undertaking **enhancements** to improve the appearance, useability, energy-efficiency, safety and ease of maintenance of the Cathedral.

Advancing any other charitable purposes which relate to the two objectives above

Building on our excellent musical and artistic tradition by **acting as a regional venue for concerts, events and exhibitions**.

Making our heritage accessible to the public, supported by interpretation materials, guided tours and a range of information.

Supporting & enabling activities

Activities which support and enable our core purposes and charitable objectives.

Securing resources through fundraising, investment and property management, and the activities of our shop and restaurant.

Working safely and effectively with support from colleagues specialising in safeguarding, health & safety, governance, administration & compliance, finance, technology, communications, and human resources.

Our achievements & performance in 2025

On the following pages, we set out our performance in relation to our charitable activities, under these headings:

- **our core purposes**
- our charitable objects:
 - **promoting the Christian religion**
 - **care and conservation of the Cathedral**
 - **acting as a regional centre for the arts**
 - **making our heritage accessible to the public**
- **Supporting and enabling activities**
(including finance, reserves, investments, trading operations and fundraising)

Whilst we draw attention to selected highlights over the next few pages, our greatest achievement in 2025 - as it is in every year - is our day-by-day worship of God in Jesus Christ, and our constant endeavour joyfully to proclaim the love of God in worship, outreach, welcome and care.

Our core purposes

Being the seat of the Bishop and a centre for worship and mission, and providing a focus for the life and work of the Church of England in the Diocese of Ely.

Our central purpose as a house of prayer is expressed at its most fundamental level as the praying household that surrounds and upholds the Bishop in her ministry and prays daily for the life of the Diocese and wider Church.

In this role, it is a joy to host the ordination of deacons and priests to minister anew in the Church. We are privileged to host the Chrism Eucharist each year, at which the clergy of the Diocese gather around the Bishop to renew their ordination vows and to receive holy oils - blessed by the Bishop - for use in the Church's sacraments in the year ahead.

In a similar way, in October 2025, it was our pleasure to host the admission and licensing of seven new Licensed Lay Ministers to the Diocese of Ely, and celebrate the triennial re-licensing of all Licensed Lay Ministers in the Diocese.

We were pleased to welcome pupils from the family of schools forming the Diocese of Ely Multi-Academy Trust ('DEMAT') for their third DEMAT carol service during Advent. We are glad that this has become established as a regular feature of Cathedral life.

We continued to offer meeting space to the Diocese of Ely, particularly to provide facilities for the delivery of face-to-face safeguarding training.

We share (with Peterborough Cathedral and Great St Mary's, the University Church of Cambridge) the task and pleasure of hosting the Cambridgeshire County Justice Service. In this service in October 2025, we marked the start of the legal year, affirmed the rule of law under the justice and mercy of God, prayed for the judiciary and offered thanks for all those working in the justice system.

We have been delighted to welcome the Revd Canon Jenny Wright (former Chaplain to the Archbishop of York), who was installed in May 2025.

We were wholly unprepared at the end of 2025 for the sudden death of our friend and colleague, Canon Jim Garrard. His service to the worshipping life of the Cathedral in his role as Precentor shaped the life of this place in profound ways. Many hundreds attended his funeral Eucharist early in 2026, at which his immense contribution to our shared life was remembered with gratitude and deep fondness.

Promoting the Christian religion

The worship of God, as revealed in Jesus Christ, is at the core of Cathedral life. Throughout 2025, we maintained our daily pattern of worship. This involved celebrating 1,406 regular services (2024: 1,378) during the year. Of these, 206 (2024: 240) were livestreamed, gaining 110,000 global views.

Patterns in attendance are hard to discern. Attendance at all Christmas services (4,800) was up 17% compared with 2024, and attendance at all Easter services (1,400) was up 8%. Attendance of 10,900 at all services during Advent and Holy Week, however, was 23% lower compared with 2024.



A cope on display in the Lady Chapel as part of the Cathedral's Clothed in Glory exhibition, showcasing a collection of vestments and other liturgical pieces from the archives of the Community of the Sisters of the Church, early spring 2025



Celebrating pets, working animals and rescue animals at our annual Animal Service, September 2025

The contribution of the Cathedral's musicians and choirs to our worshipping life cannot be overstated. Choral worship is at the heart of our worship, with over 250 sung services each year.

Our volunteer adult choir (Ely Cathedral Octagon Singers) and children's choir (the Ely Imps) are singing in larger numbers than ever, with over 200 people regularly singing in the Cathedral in 2025.

We remain incredibly well-served by our Director of Music (Edmund Aldhouse), our Assistant Director of Music (Jeremy Lloyd) and the Director of Girl Choristers (Sarah MacDonald), employed by King's Ely.

We devote very significant resources to maintaining our choral tradition. In 2025, we spent £587,000 (2024: £593,000) on the direct costs of this aspect of Cathedral life. We are very grateful to Ely Cathedral Trust for the very significant financial contribution it makes towards sustaining the Cathedral's music.

Our work with children and families forms a central part of our activities. In 2025 around 3,000 schoolchildren from 26 schools visited the Cathedral for tours and learning activities. A further 7,400 children were welcomed as visitors to the Cathedral.

Our learning team engaged with a number of new schools during 2025, developing provision for secondary school students in particular. Visits from secondary schools now make up almost half of all school visits, a significant increase from previous years, when they represented only a small proportion.

Our *Chapters Group* expanded during 2025, leading to the creation of a second group for older participants. We now run two groups - both nearly at capacity - working with more than 35 children every fortnight. Together, they explore themes such as philosophy, history, ethics and social justice.

Our *History Club* continues to inspire curiosity and enthusiasm within our home educators group. The Tudor sessions explored a wide range of topics, including work, theatre, medicine and exploration - all connected with the Cathedral's own past.

Discovery mornings invite children and their families to explore the Cathedral together. The Victorian Inventions session, inspired by the Cathedral's Gurney heaters, explored the nineteenth-century restoration of the Cathedral.

Our care for the environment focuses on reducing our carbon dioxide emissions and increasing biodiversity on the land under our care.

Throughout 2025, we continued our commitment to taking meaningful action on climate change and supporting biodiversity across the Cathedral precinct through our land management plan, which is available for download on our website.

In May, a new Biodiversity Volunteer Team was launched to support our land management in support of native wildlife. The group planted twelve local varieties of apple tree in the Dean's Paddock, and has introduced a number of additional hedging plants, building on a project first started by younger members of the Cathedral community.

The new team has also constructed a dead hedge. Dead hedges are eco-friendly barriers made by staking branches, twigs and other organic matter between vertical stakes. This initiative combines practical function with ecological gains. It creates habitats for wildlife and recycles organic material.

As an A Rocha EcoChurch gold award holder, members of the environment team were invited to assess other gold award applicants, including Peterborough Quakers. We subsequently welcomed them to the Cathedral in the autumn to learn from each other's efforts and share ideas.

Working with the learning team and Shepreth Hedgehog Hospital, we held a discovery morning teaching children and adults about the importance of hedgehogs. Those attending learned how to support these small mammals by providing water, areas for hibernation and 'hedgehog highways'.

The third annual environment lecture in memory of the Revd Jenny Gage was given by Dr Hilary Marlow, a trustee of A Rocha International and a fellow of Girton College, Cambridge. Dr Marlow highlighted the global and social injustices of climate change but also of her hope for the future that stems from the many actions being taken across communities.

The Cathedral community continued to be involved in citizen science projects including the Big Hedgehog Map and the RSPB's Big Garden Birdwatch. Members of the biodiversity group have also continued periodically to undertake botanical surveys of a wild border on the East Lawn.

Care and conservation of the Cathedral

In 2025, we undertook a variety of works, covering decarbonisation, exterior and interior conservation and behind-the-scenes electrical work.

Early in 2025, we replaced a gas boiler in the Almonry Kitchen restaurant with an **air source heat pump**. This now provides all of the heating and hot water for this complex space which dates from the thirteenth century. The work was timed to coincide with refurbishment and redecoration funded jointly with the Cambridge Dining Company. We're grateful to the Church of England Net Zero Demonstrator Fund and Ely Cathedral Trust for funding this decarbonisation project. The project has resulted in a remarkable energy performance certificate rating of B, without any compromise to the historic fabric of this grade I listed building.

On the outside of the Cathedral, we scaffolded the south elevation of the fourteenth century **Lady Chapel** to check rainwater goods, remove plant growth and undertake repointing. The areas were scanned in preparation for further conservation works planned in that area of the Cathedral over the next few years.

In the autumn, a team of conservators from Taylor Pearce carried out expert and careful conservation of the intricate **High Altar reredos**. Delicate surfaces were cleaned and consolidated and missing attributes replaced after much research. All of this work was conducted behind a mesh screen printed with a high-resolution image of the reredos to minimise visual impact of the work inside the Cathedral. The results are excellent, and this incredible carved structure - designed by George Gilbert Scott in the nineteenth century - is gleaming again with detail and colour.

More prosaically, but just as importantly, Lowe & Oliver undertook a complete review of our complex **electrical supply** which has grown somewhat organically over the decades. Having carried out our huge lighting project in recent years, Lowe & Oliver were well placed to undertake the inspection given their knowledge and familiarity with the building. A significant programme of remedial work, improvements and changes was agreed. Most of this was completed in the autumn, working carefully around the busy Cathedral diary. Some was completed in January 2026, after the balance sheet date. We are grateful to Ely Cathedral Trust for funding this essential work.

Acting as a regional venue for concerts, events and exhibitions

We hosted nearly **70 events** in 2025 and welcomed around 56,000 people to enjoy a wide range of experiences including recitals, concerts, exhibitions, book launches, corporate dinners and lectures.

Our events programme is an important source of income to fund the Cathedral's charitable purposes, but also demonstrates how a historic, sacred space can be welcoming and inspiring to those who might not otherwise visit.

We aim to create opportunities for the widest range of people to feel comfortable coming to the Cathedral and encountering the space - through art, music, literature and community gatherings.

Through this strand of our work, we invite people of all ages and backgrounds to experience the Cathedral's beauty, heritage and story, making every visit an opportunity for celebration and connection.

In February, we hosted the first-ever public **exhibition of embroidery** from the archives of the Community of the Sisters of the Church. One of the pieces exhibited is shown on p11.

Throughout May and June we hosted a remarkable exhibition of textile art: **Threads Through the Bible**. Visitors were invited to explore the narratives of scripture through intricate designs and modern interpretations, creating a thought-provoking experience which was enjoyed by nearly twenty thousand visitors.

In July, we launched our first **Home & Garden Show**. We welcomed over 7,500 visitors over three days to a Cathedral transformed into a destination for inspiration. The show featured over 120 exhibitors and included interactive talks and live demonstrations.

Alongside our exhibitions and shows, **music** remains at the heart of our events programme. Tribute concerts, choral, instrumental and orchestral performances all have their place in contributing to the social and cultural capital in our region.

Occasionally, the Cathedral's nave or Lady Chapel are transformed into grand fine **dining spaces**. This was true twice during 2025, including to host dinner for the US Air Force.

Making our heritage accessible to the public

Over the course of the year, we received around **105,000 visits** from members of the public during normal opening hours (2024: 110,000).

As part of our public benefit, we continue to provide **free access** to large numbers of visitors. In 2025, 30% (2024: 31%) of those visiting paid no entry fee. We continue to offer free entry to local residents, those who worship in the parish churches of the Diocese of Ely, Cambridgeshire students, children and care workers.

It is, of course, always free to come to pray or to attend any of the hundreds of acts of worship that take place here each year. On certain days of the year (including Good Friday, Easter Sunday, Harvest Festival and Christmas) admission is free to everybody who comes. Over the Harvest weekend alone, we were delighted to welcome 5,500 visitors into the Cathedral.

During 2025, we completed a project to make **signage** in the cathedral simpler, more consistent and more complementary to the space. New illustrated maps and notice boards have been well received, enabling those who are unfamiliar with our site to find their way around more easily.

We're pleased that growing numbers are joining both our **in-person tours** and making use of **multimedia digital guides** that were introduced in 2024. 17,000 visitors experienced an in-person tour in 2025, and 25,000 made use of digital guides. The digital guides enable visitors to explore the Cathedral at their own pace and in their preferred language, as well as providing audio-description and British Sign Language interpretation as part of our commitment to being welcoming to all.

In 2024, we introduced a new **Hidden Heights Tour**, and this continued to prove very popular in 2025, with spaces being sold out over the summer months.

The **Cathedral Shop** celebrated its fiftieth birthday and welcomed over 60,000 customers over the course of the year. As well as making an important financial contribution to the Cathedral's charitable purposes, the Shop's staff and volunteers are an important part of an enhanced visitor experience and warm welcome.

Supporting activities

Technology is increasingly central to facilitating the work and mission of cathedrals. In 2025, we continued to modernise our network to build a stable and high-capacity platform to support all that we do here.

With funding from a private charitable trust, we replaced and upgraded floor-standing **digital displays** on the Cathedral floor. These are used to relay footage from the altar (for services) or the stage (for events) down the nave and into the transepts. These high-specification screens provide improved visibility for text and images and are height-adjustable, ensuring better accessibility.

We overhauled the back-end of our **live streaming** system to ensure better reliability and quality of broadcast. **Telecommunications** across the estate were migrated to the Wildix cloud platform, providing clergy and staff with a more flexible and resilient communications suite.

Anticipating the retirement of legacy software, our technology team completed a comprehensive roll-out of Windows 11 across the entire technology estate. **Cyber security** is a constant focus. In 2025, we commissioned external penetration testing of our entire internet-facing footprint to test for any vulnerabilities.

A wide range of colleagues is involved in supporting us to be the **safest place we can to worship, work, volunteer and visit**. In the autumn, INEQE began **its external audit of our safeguarding** arrangements, which was completed in February 2026 (after the balance sheet date). At the time of writing, we await their written report, but understand from initial feedback that we will receive positive news, along with recommendations for how to improve even further.

We are grateful to the Civil Contingencies Unit within Cambridgeshire Constabulary and Counter-Terrorism Security Advisors from the Eastern Region Special Operations Unit for their support behind the scenes. This is particularly welcome as we prepare to implement new measures which will come into effect to make all venues safer in the event of terrorism.

Financial review

As outlined on p7, we are responsible for securing our own financial sustainability. We achieve this both by earning income from the assets and resources available to us, and through our own fundraising efforts - including the kind support of many individuals and charitable bodies.

In the pandemic years of 2020 and 2021, we protected the core functions of the Cathedral, undertook energetic fundraising and invested in major repairs and digital infrastructure. We emerged in decent financial shape, but with day-to-day costs higher than our regular income. We set out to address this challenge.

A period of high inflation in 2022-23 delayed us in our progress towards achieving a surplus of reliable income over routine expenditure. Nevertheless, we have reduced our operating deficit from £371,000 (10% of income) in 2023 to £123,000 (3% of income) in 2024 and recorded a small operating surplus before movements on investments of £29,000 (1% of income) in 2025.

We also secured funding for a range of projects for conservation, development and mission.

Income

We continued to grow income from visitors, events, our shop, restaurant and property portfolio, as investments and innovation over the last few years continue to take effect. Having grown by 10% from £1,124,000 in 2022 to £1,241,000 in 2023, this grew by a further 20% in 2024, to £1,483,000 and by 8% to £1,604,000 in 2025. This area of activity now generates around £480,000 more annually than it did three years ago, providing essential funding for the Cathedral's charitable purposes.

Donations include significant sums from The Friends of Ely Cathedral and from Ely Cathedral Trust for projects and major works.

Expenditure

Expenditure on Cathedral and precincts upkeep decreased slightly (by 6%), from £1,489,000 to £1,404,000. Whilst the underlying costs of maintenance went up, the cost of projects went down by more.

All other expenditure increased by 7% from £2,394,000 to £2,558,000. This increase of £164,000 was split roughly equally between higher spending on (a) Cathedral ministry, (b) education and outreach and (c) raising funds.

The future

In 2026, we plan to continue to focus on ensuring that reliable income covers routine expenditure. We consider this to be essential to securing the Cathedral's long-term sustainability.

Increased employer's national insurance costs will continue to feed through to our cost base in the first quarter of 2026. We are fortunate to be unaffected directly by the introduction of VAT on the school fees of our choristers and by a new cap on the Listed Places of Worship Grant Scheme.

Nevertheless, there are significant risks and uncertainties ahead, particularly in respect of investment income. It is important to us that we have the financial resilience to meet future challenges with confidence.

Reserves and investments

A detailed review of the Cathedral and group reserves position is set out on pp28-29. Investment performance is reviewed on p27.

Trading operations

During 2025, our shop was managed within Ely Cathedral Enterprises Ltd ('ECEL'). The company donates its profits to the Cathedral as well as paying rent and making an appropriate contribution to overheads on arm's-length terms.

In early 2025, our partnership with the Cambridge Dining Company Ltd (a local, independent catering and restaurant business) came into effect.

The restaurant closed for refurbishment on 3 March 2025 and re-opened as planned on 8 April 2025. The existing staff team all transferred to the Cambridge Dining Company, which now operates the restaurant on behalf of ECEL. The first year of trading under the new arrangements has been successful both in terms of turnover generated and customer satisfaction.

Fundraising

The focus of our fundraising efforts are:

- to secure funds from charitable trusts and foundations for project-related activity
- to make best use of opportunities to attract donations from the many people who visit the Cathedral, and
- to minimise reductions in planned and regular giving during a period of increased cost-of-living and reduced household means.

Future plans: a new vision for the future

A new vision for the future

In 2025, we commissioned BRODIE Partners to work with us to develop a new vision for our future. BRODIE is a sustainability and responsible business consultancy, focussed on helping organisations to adapt, thrive and grow.

The process

We decided to begin with a listening process to consider a long term vision and direction for the Cathedral. We did so from a position of strength and stability, with a well-established clergy team and leadership, a full calendar of services and events and balanced finances.

Rather than becoming complacent with stability, we wanted to explore what more we could be doing to serve and support those around us. Are there distinct abilities and assets which we are not using to their fullest? Are all our buildings and facilities suitable for our future needs?

Our ten-month long process had five phases:

Listening: conducting interviews with over 40 individuals who are either decision-makers (e.g. Chapter, Cathedral Leadership, Acting Bishop) or beneficiaries (e.g. parish clergy, diocesan officers, schools) and securing feedback from surveys of over 110 members of staff and volunteers, over 60 members of the congregation, and many visitors via short card-based surveys.

Learning: undertaking desk-based research on eight English cathedrals and twelve institutions that could offer relevant good practice.

Developing: facilitating an away day with Chapter and senior staff to reflect on initial findings and hypotheses.

Testing: taking initial ideas to key stakeholders for their feedback.

Approving: the outputs were approved by Chapter following consultation with the Acting Bishop.

Joyfully proclaiming the love of God in worship, outreach, welcome and care

is now expanded with four vision statements:

Worship

*Rooted in a thousand years of prayer
We deepen faith in Jesus Christ, through traditions of worship, music and devotion*

Outreach

*Sharing the teaching and love of Christ
We connect with children and adults across our diocese, guiding them to grow in God's love*

Welcome

*Providing a place for all
We welcome visitors and pilgrims from near and far, inviting them to experience the wonder, glory and inspiration of our Cathedral*

Care

*Caring for today and for the future
We provide a safe space for all who come to the Cathedral; and we are careful stewards of our buildings, resources and planet*

A three year roadmap

We have set out a roadmap of ongoing, developing and enabling activities for the next three years.

Establishing a 10-20 year masterplan

We have come to recognise the constraints of the current estate. Alongside the identification of nine key needs, we will require stewardship and accessibility to be fundamental to future solutions. This will mean a deep commitment both to the heritage of the buildings and to the ecological sustainability of any plans; and the capacity for the widest range of people to participate to the fullest extent in all that the Cathedral has to offer.

More information about our plans

Our vision and plans are set out in more detail on our website, and we will report against progress in future annual reports.

Structure, governance & management

How we are constituted

Ely Cathedral is an ecclesiastical corporation with perpetual succession and a common seal.

The governing body of the Cathedral is Chapter.

Our governing document takes the form of a constitution and supporting statutes, adopted in their revised form on 31 October 2022. These comply with the Cathedrals Measure 2021 and are published on our website.

Our relationship with the Bishop and Diocese

The Cathedral is the seat of the Bishop of Ely and a focus for the life of the Church of England in the Diocese.

The Bishop has the principal seat and dignity in the Cathedral, holds visitatorial jurisdiction over us and regularly presides and preaches at services.

We consult the Bishop annually, at a special meeting of Chapter, on the direction and mission of the Cathedral.

The Church of England

The Cathedral is a Church of England body and is therefore subject to ecclesiastical law, including the canons of the Church of England. The Cathedral is a member of the Association of English Cathedrals, an unincorporated association representing the interests of English Anglican cathedrals.

Recruitment and appointment of Chapter members (trustees)

Chapter consists of the Dean and three Residentiary Canons (being executive members) and a larger number (currently six) of non-executive members.

The Dean is appointed by His Majesty. The Residentiary Canons and one non-executive member of Chapter (thereby being the Senior Non-Executive Member) are appointed by the Bishop of Ely. The remaining non-executive members of Chapter are appointed by Chapter itself, on the advice of its Nominations Committee, a statutory committee of Chapter.

The members of Chapter are listed on p20.

Decision-making

Chapter sets out in a scheme of delegation those matters it reserves to itself and those that are delegated to committees, the Senior Management Team, or senior officers.

The scheme of delegation sets out provisions for urgent decision making and the reporting of such decisions to Chapter.

The scheme of delegation is published on the Cathedral website.

The Chief Operating Officer is responsible to Chapter for drafting a governance calendar each year to ensure that Chapter considers in the course of the year all key areas of responsibility.

Committees of Chapter

Members of Committees are listed on p20.

A **Finance Committee** advises Chapter on matters of finance, investment and reserves.

A **Nominations Committee** advises Chapter on governance appointments and advises on training, skills, knowledge & experience and diversity.

An **Audit & Risk Committee** oversees financial reporting, audit, risk-management, cyber and data security and whistleblowing.

Chapter is guided by a **Safeguarding Advisory Group**, with an independent chair.

The College of Canons

The College of Canons consists of the Bishop of Huntingdon, the Dean and Residentiary Canons, the Archdeacons of the Diocese, up to 25 Honorary Canons (clergy) appointed by the Bishop and up to 14 Lay Canons appointed by the Bishop.

Canons join in our worship and act as ambassadors for the Cathedral. The College of Canons has the responsibility of formally electing the Bishop of Ely, after the Bishop has been nominated for election by The King. Since the implementation of the Cathedrals Measure 2021, the College of Canons does not form part of the corporate body of the Cathedral, nor has a role in our governance.

Induction and training

New members of Chapter are provided with copies of the Cathedral's constitution and statutes, our most recent annual report and financial statements, minutes of recent Chapter meetings, and other relevant documents. New members of Chapter are provided with opportunities to meet fellow members of Chapter outside formal meetings and supported in meeting members of the Cathedral's senior employees as part of their induction.

All new members of Chapter are encouraged to participate in training provided by the Association of English Cathedrals to acquaint them with the role, function and responsibilities of Chapter.

Refresher training on charity governance was provided to Chapter members in October 2024 by the solicitors (Winckworth Sherwood) who supported us in implementing the Cathedrals Measure 2021, in October 2022.

Governance code

The Cathedral has adopted the Cathedral Governance Code issued by the Association of English Cathedrals. Chapter periodically reviews its application of the code, which was re-issued in January 2021. Chapter undertook an assessment of progress in applying the code in August 2022.

Remuneration of key management personnel

The stipends (pay) of the Dean and Residentiary Canons are regulated by the Central Stipends Authority of the Church of England, in line with the Central Stipends Authority Regulation 1998. Chapter determines the remuneration of the Chief Operating Officer, on the advice of the Dean. The remuneration of senior staff (the Chief Finance Officer and department directors) is determined by Chapter on the advice of the Chief Operating Officer. Pay is set with regard to the pay of equivalent roles in English cathedrals of similar standing and with regard to the relevant job market locally.

Ely Cathedral Trust

Ely Cathedral Trust is an unincorporated charitable trust, registered with the Charity Commission under charity registration number 264803. The Trustees of Ely Cathedral Trust are the Dean and between six and nine others, appointed by Chapter and may include a further two members of Chapter. The Trustees are listed on p22.

Ely Cathedral Enterprises Ltd

Ely Cathedral Enterprises Ltd is a private company limited by shares, registered with Companies House under company registration number 01988081. Ely Cathedral is the sole member (shareholder). The Directors of Ely Cathedral Enterprises Ltd are appointed by Chapter and by convention include the Dean, the Chief Operating Officer and the Director of Communications & Commerce. The Directors are listed on p22.

Auditors and professional advisors

The Cathedral and our related entities retained auditors and professional advisors throughout 2025 as set out below.

Auditors

Price Bailey LLP

Chartered Accountants & Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Solicitors

Howes Percival LLP

Terrington House, 13/15 Hills Road,
Cambridge CB2 1NL

Bankers

Barclays Bank Plc

1 Churchill Place, London E14 5HP

Investment managers to Ely Cathedral

Quilter Cheviot Limited

One Kingsway, London WC2B 6AN

Investment managers to Ely Cathedral Trust

CCLA Investment Management Limited

80 Cheapside, London EC2V 6DZ

Property agents

Cheffins

1-2 Clifton Road, Cambridge CB1 7EA

Health & safety advisor

Triquetra EHS Consultancy Ltd

48 College Road, Hoddesdon EN11 9DJ

Office holders in 2025 and at the date of this report

The Lord Bishop of Ely and Visitor of the Cathedral *(from 17 April 2026)*

The Right Reverend Sarah Clark

The Acting Bishop of Ely and Visitor of the Cathedral *(until 17 April 2026)*

The Right Reverend Dr Dagmar Winter, Bishop of Huntingdon

The Dean of Ely

The Very Reverend Mark Bonney DL

The Cathedral Chapter

Executive members:

The Dean and Residentiary Canons

The Very Reverend Mark Bonney DL*

The Reverend Canon James Garrard* *(until 8 Dec 2025)*

The Reverend Canon Jessica Martin* *(until 5 Jan 2025)*

The Reverend Canon James Reveley*

The Reverend Canon Jenny Wright* *(from 4 May 2025)*

Non-Executive Members:

The Reverend Canon Tom Buchanan

Canon Francis Burkitt DL **

Canon Sarah Burles

Canon Dr Felicity Cooke

Canon Sir Jonathan Jones KCB KC (hon)

Canon Tim Walters

By virtue of s 8(4) of the Cathedrals Measure 2021, the members of Chapter are the charity trustees for the purposes of the Charities Act 2011.

*** Canon Francis Burkitt DL is the Senior Non-Executive Member of Chapter, by virtue of his appointment by the Bishop of Ely.*

Chief Officers

Chief Operating Officer & Chapter Clerk

Jonathan Bell FCA DChA *

Chief Finance Officer

Alison Binstead FCA *

Director of Communications & Commerce

Lesley Ann Thompson *

**Members of the Senior Management Group.*

Statutory office holders

Director of Music

Edmund Aldhouse FRCO

Surveyor to the Fabric

Clive England RIBA

Cathedral Archaeologist

Dr Roland B Harris FSA MCIfA

Statutory committees of Chapter

Finance Committee

Canon Tim Walters (Chair)

Canon Francis Burkitt DL

William Dastur FCA

Adrian Kyndt

George Lynn FCA *(until 21 November 2025)*

The Revd Canon Jessica Martin *(until 5 January 2025)*

Isobel Newport-Mangell

The Revd Canon James Reveley

Audit & Risk Committee

George Lynn FCA (Chair) *(until 21 November 2025)*

Bill Dastur FCA (Interim Chair) *(26 January 2026-1 June 2026)*

Gareth Bevens FCCA (Chair) *(from 1 June 2026)*

Eleanor Ashenden-Field Chartered MCSI

Canon Sir Jonathan Jones KCB KC (hon)

The Revd Canon Jenny Wright *(from 1 August 2025)*

Nominations Committee

The Revd Canon Tom Buchanan (Chair)

The Very Revd Mark Bonney DL (Dean)

Canon Dr Felicity Cooke

Canon Simon Kershaw

Canon Janet Perrett



The Most Reverend Stephen Cottrell, Archbishop of York with the Revd Canon Jenny Wright on the occasion of her installation as Residentiary Canon of Ely Cathedral in May 2025

Safeguarding

Independent Chair of Ely Cathedral Safeguarding Advisory Group

Phil Priestley *(from 18 August 2025)*

Jon Chapman *(until 10 April 2025)*

Chapter Safeguarding Lead

The Revd Canon Jenny Wright *(from 26 Apr 2026)*

The Revd Canon James Reveley *(until 26 Apr 2026)*

Fabric Advisory Committee

Richard Halsey FSA MBE (Chair)

Hugh Richmond FSA *(until 30 Apr 2026)*

Prof Dr Claudia Marx

Jana Gajdošová FSA *(from 1 May 2026)*

Richard Griffiths RIBA AABC *(from 1 May 2026)*

Jeremy Musson FSA

Dr Helen Lunnon FSA

Scilla Latham

The Rt Revd Stephen Platten FSA

Secretary

Rebecca Mundy

Trustees of Ely Cathedral Trust and of Ely Cathedral Trust CIO

David Green (Chair)

The Very Revd Mark Bonney DL (Dean)

Canon Paul Evans

The Revd Canon James Garrard *(until 8 Dec 2025)*

Peter Garside

Jane Lewin-Smith DL JP

Isobel Newport-Mangell

Ian Pattinson

The Revd Canon Sir Ralph Waller KBE

Ely Cathedral Enterprises Limited

Company Secretary

Alison Binstead FCA (Chief Finance Officer) *(Chair)*

Directors

The Very Revd Mark Bonney DL (Dean)

Jonathan Bell FCA DChA (Chief Operating Officer)

Adrian Kyndt

Lesley Ann Thompson (Director of Communications & Commerce)



The Dean and Residentiary Canons, May 2025

The College of Canons

Members of the College at the date of this report are listed below.

Ex officio

The Very Revd Mark Bonney DL
 The Revd Canon James Reveley
 The Revd Canon Jenny Wright
 The Ven Richard Harlow

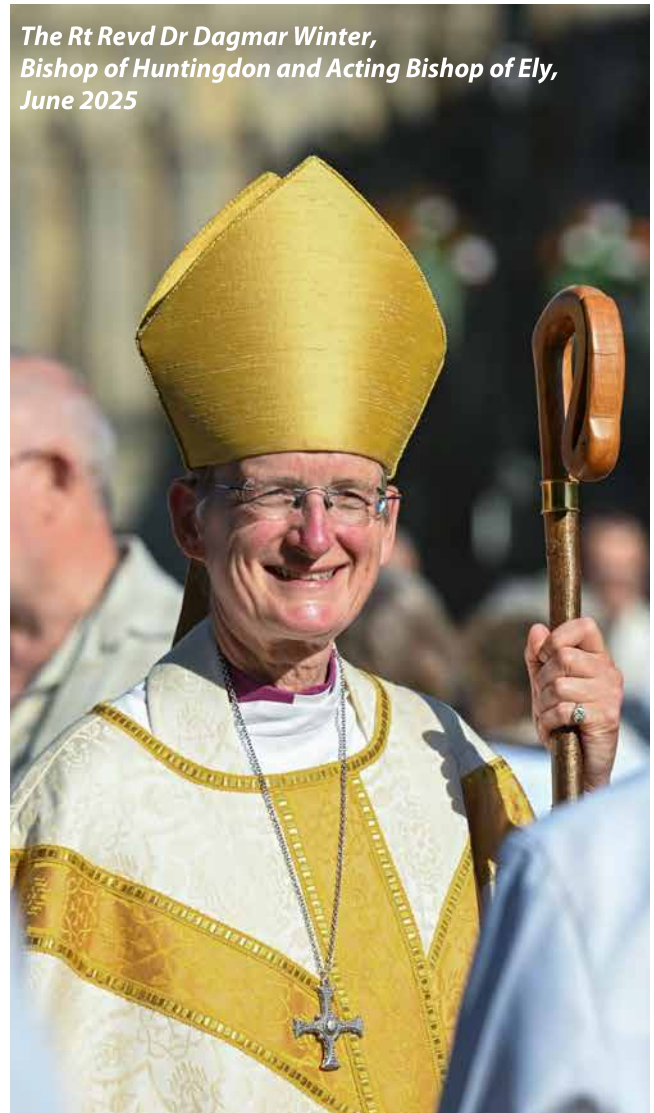
Honorary Canons

The Revd Canon James Blandford-Baker
 The Revd Canon Fiona Brampton
 The Revd Canon Linda Davies
 The Revd Canon Tom Buchanan
 The Revd Canon Philip Howson
 The Revd Canon Paul Hutchinson
 The Revd Canon Alexander Jensen
 The Revd Canon David Karoon
 The Revd Canon Sarah Gower
 The Revd Canon Peter Leech
 The Revd Canon Robert Mackley
 The Revd Canon David Maher
 The Revd Canon David Male
 The Revd Canon Nick Moir
 The Revd Canon Jeremy Morris
 The Revd Canon Julie Norris
 The Revd Canon Frank Price
 The Revd Canon James Shakespeare
 The Revd Canon Janice Smith
 The Revd Canon Wendy Thomson
 The Revd Karin Voth Harman
 The Revd Canon Eleanor Williams

Lay Canons

Canon John Attwater
 Canon Francis Burkitt DL
 Canon Sarah Burles
 Canon Dr Felicity Cooke
 Canon Lindsay Davies
 Canon Alex Gullon
 Canon Sir Jonathan Jones KCB KC (hon)
 Canon Simon Kershaw
 Canon Elaine Levitt
 Canon Loretta Minghella
 Canon Tim Walters
 Canon Catherine Watts

*The Rt Revd Dr Dagmar Winter,
 Bishop of Huntingdon and Acting Bishop of Ely,
 June 2025*



Etheldreda (ecumenical) Canons

In addition to members of the College of Canons, the Bishop has appointed a number of Etheldreda Canons from the Catholic, Baptist and Methodist Churches.

The Rt Revd Peter Collins, Bishop of East Anglia

The Revd Canon Lythan Nevard

The Revd Canon Sir Ralph Waller KBE

Cathedral dignitaries

High Bailiff

The Rt Hon The Lord Wilson of Dinton GCB

Safeguarding

Statement of compliance

We confirm that we have complied with the duty to have due regard to the House of Bishops' Safeguarding Policy and Practice Guidance.

Principles

Ely Cathedral:

- is committed to safeguarding all those who attend worship and other activities
- accepts the prime duty of care for children and vulnerable adults
- follows recommended safeguarding practice in recruiting, training and supporting our ordained and lay ministers, our employees and our volunteers.
- follows the advice, guidance, policy and practice of the Church of England in promoting a safer church. The Church of England safeguarding policy statement for children, young people and adults is available on our website.

Roles & responsibilities

The Reverend Canon Jenny Wright is Chapter Safeguarding Lead, having taken on the role from the Reverend Canon James Reveley on 26 April 2026. Canon Wright holds this role on behalf of the Chapter, which has overall legal responsibility for safeguarding. The Dean has a particular responsibility to provide safeguarding leadership at the Cathedral. The Residentiary Canons, the Chief Operating Officer and other departmental managers also have safeguarding responsibilities.

Since 2023, the Revd Canon Tom Buchanan has held the role of non-executive safeguarding link. In this capacity, he acts as a point of communication between Chapter's non-executive members and safeguarding professionals on emerging safeguarding matters.

Every formal meeting of Chapter receives a safeguarding report. In 2018, Chapter introduced a new structure for safeguarding in line with guidance from the House of Bishops.

The Cathedral retains a qualified Cathedral Safeguarding Advisor who is managed by the Diocesan Head of Safeguarding. Safeguarding administration is undertaken by the Cathedral's own staff.

The role of the Cathedral's Safeguarding Advisory Group is outlined overleaf.

External audit and action plan

The Social Care Institute for Excellence audited the Cathedral's safeguarding arrangements and reported to Chapter in August 2019. A safeguarding action plan was produced to strengthen areas of our arrangements. The implementation of this plan was overseen by the Cathedral's Safeguarding Advisory Group and completed in 2023.

The Cathedral's safeguarding arrangements were externally audited again, this time by INEQE, in February 2026. The publication of the audit outcome is awaited at the date of this report.

Information sharing agreements

The Cathedral is party to information sharing framework agreements which enable safeguarding information to be shared appropriately between the Cathedral and other institutions of the Church of England and Church in Wales, King's Ely, as well as with the police forces of the United Kingdom.

We have also entered into an information sharing agreement with INEQE. This agreement facilitated the 2026 Cathedral safeguarding audit.

Cathedral Safeguarding Handbook

Our handbook is reviewed annually by the Safeguarding Advisory Group. Chapter has the responsibility of approving recommended changes, which it generally undertakes in March each year.

Safer recruitment

Our human resources team supports the embedding of consistent recruitment practice across the Cathedral.

During 2025, 55 Disclosure and Barring Service ('DBS') checks were processed by either the Diocesan Safeguarding Team, or by uCheck, for the Cathedral. We require enhanced DBS checks for those engaged in certain regulated activities, in line with Church of England guidance.

Any new employee and volunteer requiring an enhanced DBS check must also complete a confidential declaration, repeated every three years.

Training

Safeguarding training is delivered under the House of Bishops' Learning and Development Framework 2021.

Some safeguarding training is delivered in-person and some is delivered online. Training is provided at different levels (basic awareness, foundation and leadership) and for particular areas (domestic abuse and safer recruitment).

Those who have been trained must repeat training at the most advanced level every three years.

In 2025, 98 training modules were delivered to members of staff and 272 to volunteers.

Safeguarding Advisory Group

This group meets three times a year and has an independent chair. Membership consists of representatives from each Cathedral department, Diocesan Safeguarding Team members, a lay member with statutory safeguarding experience, and the Designated Safeguarding Lead at King's Ely.

The group facilitates discussion of safeguarding issues, drawing on a wide range of professional experience and expertise. It also offers advice, support and guidance on safeguarding policy and practice.

We take this opportunity to thank Jon Chapman, who had chaired the Safeguarding Advisory Group since its inception, and stood down in 2025. We were pleased to appoint Phil Priestley as chair of the Safeguarding Advisory Group with effect from 18 August 2025.

Cathedral Safeguarding Officers meeting

This group is chaired by the Chapter Safeguarding Lead and attended by representatives from the Cathedral departments. Its chief purpose is to embed in practical terms safeguarding policies and practice, and provide a forum for raising challenges to practical implementation, which can be raised with the Safeguarding Advisory Group.

Cathedral Safeguarding Network

This is a national group, established in August 2020. It is a forum in which Cathedrals can discuss matters relevant to safeguarding within a cathedral setting. The Chapter Safeguarding Lead and Cathedral Safeguarding Advisor attended meetings in 2025 on behalf of the Cathedral and we participated in the sub-group for Chapter Safeguarding Leads.

Risk assessments & safeguarding agreements

We welcome everyone to participate in our worship and life as a Cathedral, including those who may pose a risk to other people. Therefore, the holistic assessment of risks and the development of effective approaches to manage them is central to all safeguarding work. Our risk assessments are often complex, requiring partnership work with agencies such as social care authorities, probation services and the police.

Safeguarding agreements are informed by the Church of England's standard risk analysis and assessment template.

Casework

During 2025, thirteen contacts for advice (eleven in 2024) were logged by the Diocesan Safeguarding Team in relation to the Cathedral. None met the threshold for referral to a statutory agency. They related to concerns around adult behaviour (8), domestic abuse (1), and requests for safeguarding advice (4). None of these contacts related to concerns about the conduct of our clergy or staff.

These thirteen contacts were managed in line with the approach set out in our safeguarding handbook. Eleven were resolved and closed during 2025.

Casework management

The Cathedral makes use of a national casework management system *MyConcern*, which was implemented in 2022. The system facilitates a standardised approach to recording, storing, accessing, sharing and managing information about safeguarding cases. This has involved the transfer of information from all paper records onto this system and the subsequent destruction of paper records.

Reporting

As well as this public-facing report of our safeguarding arrangements and activities, Chapter submits a more detailed report annually to the Bishop.

Our 2025 safeguarding report was submitted to the Bishop on 30 March 2026 following its review and approval by Chapter earlier that day.

Serious incident reporting

In February 2026 (after the balance sheet date), the Cathedral Chapter submitted a serious incident report to the Charity Commission.

Our report was made in light of a statement issued by the Diocese of Lincoln outlining the suspension from public ministry of the Bishop of Lincoln. Media reports stated that the Bishop of Lincoln had been arrested on suspicion of sexual assault over a period that included his time as Bishop of Ely.

The Cathedral Chapter submitted a serious incident report because of the risk of reputational damage to the Cathedral, given the close association of the Bishop of Lincoln with the Cathedral. At the time of making the report to the Charity Commission, and at the date of this public report, the Cathedral Chapter has not been contacted directly by anybody making safeguarding concerns relating to this case. To the best of our knowledge, the matter does not meet the statutory definition of safeguarding, and remains under investigation by the police.



The Cathedral Choristers in September 2025

Fundraising, finance & risk

Fundraising standards

We raise funds from the public. We therefore report under s62 of the Charities Act 2011 as follows:

- We undertake fundraising making use of our own internal resources. In 2025 we did not commission any external professional fundraiser or commercial participator, nor did we engage in door-to-door, street, or telephone fundraising. We actively recruit supporters and aim to develop long-term relationships with them. We raise money from charitable trusts and foundations, grant-making organisations and businesses. We ask people to consider leaving a gift to Ely Cathedral Trust in their wills. We raise money by organising and hosting events.
- We are registered with the Fundraising Regulator and have committed to follow the Fundraising Code of Practice. We use the code when training and supporting volunteer fundraisers.
- Chapter monitors our fundraising activities and no non-compliance was found in 2025.
- We received no complaints in 2025 about our fundraising activities.
- We have adopted the principles of data protection law and we have policies to protect the data of vulnerable people and other members of the public from (a) unreasonable intrusion on privacy; (b) unreasonable persistent approaches for the purpose of soliciting or otherwise procuring money or other property on our behalf and (c) placing undue pressure on a person.

Investments (Cathedral only)

We hold certain funds in line with our reserves policy and certain funds as permanent endowment. We therefore have funds available for investment. Our investment powers are set out in the Cathedrals Measure 2021. Chapter may invest the Cathedral's funds in: land; funds constituted under the Church Funds Investment Measure 1958;

investments which fall under general powers of investment in the Trustee Act 2000; and the improvement or development of our property.

Aside from (a) cash balances, which at the year-end were £177,000 (2024: £88,000) and (b) our investment property, our funds are held in an investment portfolio. Our investment policy is reviewed annually and performance is monitored by the Finance Committee and reported to Chapter.

Our overall investment objectives are to:

- create sufficient income to contribute adequately to our mission and the cost of maintaining our heritage buildings and
- maintain and, if possible, enhance the value of retained investment funds.

Unrestricted income and capital may be used at any time to further our aims.

Performance compared to benchmarks

In 2025 the investment portfolio generated a positive total return of 9.4% (2024: 11.7%). We monitor three comparators and outperformed two of these in 2025:

- CPI inflation plus 3.5% = 6.9% (2024: 6.2%)
- A composite of market indices = 14.4% (2024: 12.9%)
- The steady growth charity index published by Asset Risk Consultants = 8.6% (2024: 8.2%)

Risk appetite

Moderate-to-high risk profile (modified from 'moderate' risk profile in 2024).

Ethical policy

We do not invest our funds in firms with significant income derived from arms, tar sands or thermal coal, alcohol, gambling, pornography, tobacco, high-interest lending or human embryonic cloning.

We also exclude investment in firms (a) with any significant income from fossil fuel extraction or (b) whose operations, knowingly or unintentionally, cause or contribute to the abuse of human rights.

Long term financial perspective

Given the expectation that the Cathedral will exist in perpetuity, we adopt a long-term approach to the Cathedral's finances.

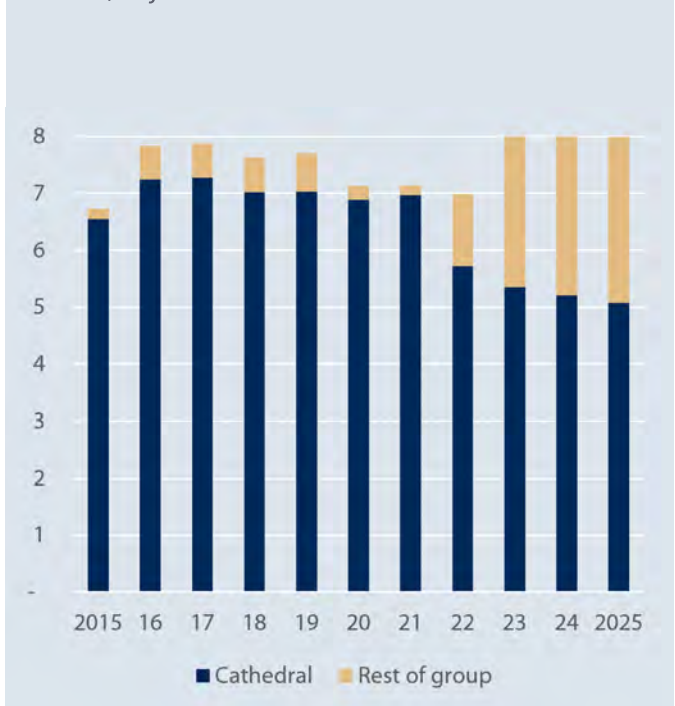
Amongst our guiding financial principles are these three:

- Our finances should serve the Cathedral by providing resilience and a secure foundation for our life and work.
- We must reliably secure the income we need to fund the ministry of the Cathedral and pay for its maintenance and repair.
- We must balance the demands of the present with future needs.

These financial principles lead us to aim for:

- **Enough regular income to cover day-to-day expenditure.** We have been focusing in recent years on eliminating our structural operating deficit. In 2025, the operating surplus (excluding investment movements) was £29,000, around 1% of total income (2024: £124,000 deficit, around 3% of income). In 2023, the operating deficit was around 10% of income. We plan to achieve a balance of regular income and day-to-day expenditure again in 2026 and have identified a number of specific actions to achieve this. The achievement of these actions is monitored by our Finance Committee and by Chapter.
- **Diverse sources of income.** We prefer a wide range of income, to maintain resilience - even at the cost of lower overall returns. This preference for a variety of income includes a balance between income given to us and income we generate ourselves. The diversity of the Cathedral's income in 2025 is shown in the chart on p29.
- **A strong long-term reserves position** to meet future needs, including careful stewardship of financial windfalls and endowments. The long-term evolution of unrestricted and total funds is shown in the charts opposite. Our approach to investment is discussed in more detail on p27. More detail about our reserves position is provided on p30.

Unrestricted funds at the end of each year
£million, adjusted for CPI inflation



Total funds at the end of each year
£million, adjusted for CPI inflation



The income of the Cathedral

The pandemic years demonstrated to us the importance of generating income from a wide range of sources. This approach supports financial resilience and spreads risk.

The chart below shows the variety of the Cathedral's income in 2025, and the balance between income (a) generated by ourselves and (b) given to us (in the form of grants, donations and legacies).

Ely Cathedral Trust makes grants to the Cathedral from income generated from invested endowment funds, donations received from members of the Order of St Etheldreda, legacies received and other donations.

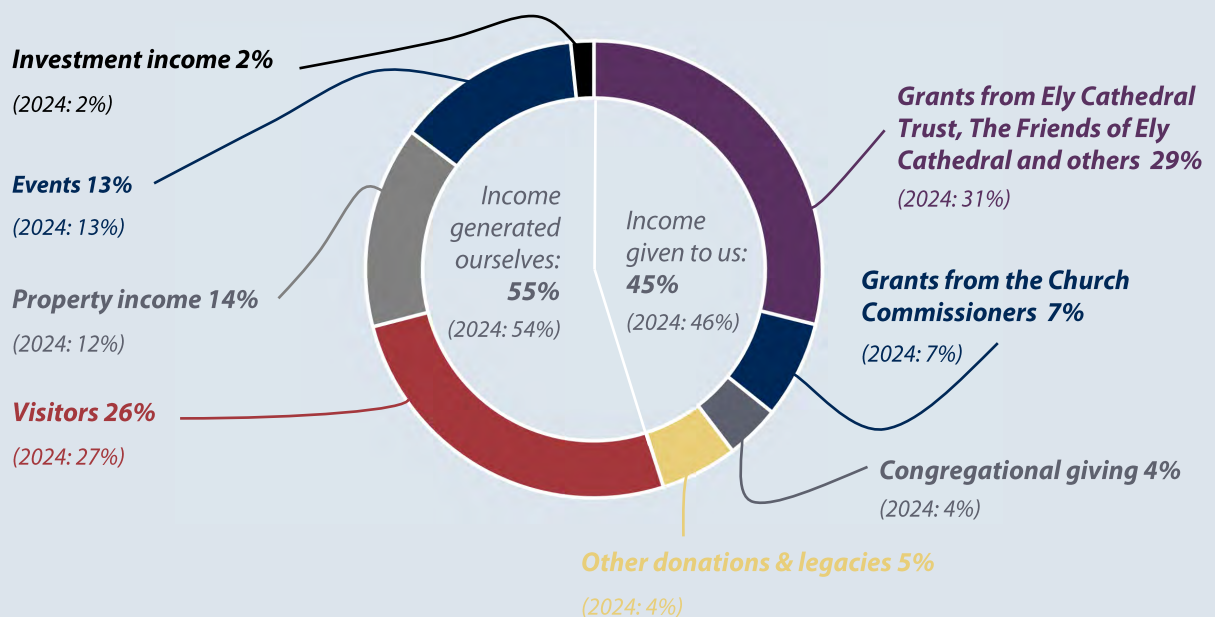
Very significant grant-making from The Friends of Ely Cathedral in 2025 (and in 2024) was made possible by legacies received by The Friends. Most of this grant-making relates to funding for a project replacing the Cathedral lighting. Otherwise, grants from The Friends are funded by membership subscriptions, fundraising events and donations received by them for the Cathedral's benefit.

The financial contribution from our shop and restaurant (the latter mainly operated by the Cambridge Dining Company during 2025) is included in the chart below under property income, relating to the rents paid to the Cathedral for space occupied.

A summary of the finances of each of Ely Cathedral Trust, The Friends of Ely Cathedral and Ely Cathedral Enterprises Ltd is included in note 23 to the accounts.

In 2025 the Cathedral's income totalled £3,990,000 and came from the following sources:

(Equivalent figures for total income of £3,760,000 in 2024 shown in brackets.)



Reserves policy

Chapter’s reserves policy was reviewed in 2024 in light of revised Charity Commission guidance. Our full reserves policy is published on our website, a summary of which is outlined below.

Our policy has three aims:

- **Short term:** to hold enough **cash balances** across the Group to meet day-to-day operational cash needs.
- **Medium term:** to hold sufficient **unrestricted free reserves** to address identified uninsurable risks we face.
- **Long term:** to hold appropriate **total funds** in Ely Cathedral Trust to generate income to fund the ministry of the Cathedral that cannot otherwise be secured by the Cathedral alone.

Reserves compared with targets

Our target for **short term reserves** in the form of cash balances is between £365,000 and £610,000, with a central target of £485,000.

At 31 December 2025, Cathedral cash reserves were £177,000 (2024: £88,000), and group cash reserves were £357,000 (2024: £403,000). These were, therefore, **slightly below our target range**. However, because Ely Cathedral Trust was holding £2m in investment cash to reduce exposure to volatile stock markets at 31 December 2025, we are comfortable with this position.

Our target for **medium term reserves** in the form of unrestricted free reserves is £5.4m.

At 31 December 2025, the total unrestricted free reserves of the Group amounted to £4.1m. This is calculated as:

	£000
Total unrestricted general funds (excluding revaluation reserves etc)	7,082
Less: tangible fixed assets	(777)
Less: real property, within investments	(2,240)
Total	4,065

These were, therefore, **25% below target**.

Our target for **long term reserves** in the form of total funds held by Ely Cathedral Trust is between £17.0m and £21.3m.

At 31 December 2025 Ely Cathedral Trust held total funds of £11.4m (2024: £11.9m). These were, therefore, **33%-46% below the target range**.

Plans to build reserves

Our **short term reserves** in the form of cash balances are consistently within our target range.

Our **medium term reserves** in the form of unrestricted free reserves are expected to reach the target level by 2030 by continuing to transfer excess investment returns from endowment funds into general funds at the rate of around £300,000 annually.

Our **long term reserves** in the form of total funds held by Ely Cathedral Trust are significantly below the target range.

Ely Cathedral Trust plans to increase the level of total funds over the next several years by (a) moderating the level of grants given to the Cathedral in the short term, (b) exercising careful stewardship of financial windfalls, (c) continuing to achieve a total return on invested funds in excess of the level required to fund the portfolio of annual grants and (d) fundraising.

This approach has enabled Ely Cathedral Trust to grow the value of total funds from £7.9m in 2018 to £11.4m in 2024. On this trajectory, we estimate reaching the target range for total funds at some point soon after 2032.

Monitoring & reporting

Chapter’s Finance Committee monitors the reserves position and routinely reports to Chapter.

Chapter monitors the position as follows:

- **short term reserves**, by regularly forecasting group cash balances compared to the target range for at least 12 months ahead.
- **medium term reserves**, by periodically (at least annually) reviewing the unrestricted free reserves position across the group and comparing this to the target.
- **long-term reserves**, by reviewing with the Trustees of Ely Cathedral Trust their progress in meeting their own aims to grow the total funds under their stewardship to the targeted level.

The Cathedral Chapter, on the advice of the Finance Committee, monitors and reviews the reserves policy annually.

Risk management

We regularly review the main risks faced by the Cathedral and the degree to which controls to monitor and manage those risks are capable of reducing the likely residual impact of those risks to an acceptable level. The Chief Operating Officer is principally responsible for overseeing the management of risk and periodically reporting this to the Audit & Risk Committee and to Chapter.

Our approach to scoring and recording risks is based on guidance published by the Charity Commission.

We briefly summarise here the top three risks we face and the approach we take to mitigating those risks.

Risks relating to (a) our continuing as a going concern and (b) our financial investments are set out separately in note 1 to the financial statements, on pages 45 to 47.

Principal risks

Approach to mitigating the risks

We become unable sustainably to generate sufficient operational income in the medium term to fund the day-to-day ministry of the Cathedral.	• Our level of reserves cushions us in the short term from the effects of becoming unable to generate sufficient operational income. We have expanded our fundraising team in recent years to maintain our capacity to attract grants from trusts and foundations. • We regularly review the balance between our income streams (from real property, donations, grants, admissions, events and commercial activities) to avoid over-reliance on any single source of income. • Regular financial forecasts for different scenarios are prepared and reviewed by the Finance Committee and by Chapter. • Clear and detailed financial reporting is in place. • Actions to increase operating income were identified and agreed in 2022. The delivery of these actions has increased the net income we generate annually for charitable use by £730,000 (59%) in 2025 versus 2022.
Failures in compliance with health & safety legislation cause personal injury.	• We have an established health & safety forum to facilitate communication between management and colleagues on safety issues. • Periodic external reviews of our safety arrangements are undertaken and reported to Chapter, including by our insurers every three years. • A professional advisor for health & safety is retained by Chapter. • Incident response plans have been developed. • A dedicated Safety Co-ordinator joined the Cathedral on a part-time basis in spring 2022 to support a more consistent approach to safety across the Cathedral's range of activities.
Inadequate safeguarding policy or practice fails to prevent or address harm.	• Strong safeguarding governance arrangements are in place. • The Cathedral's Safeguarding Advisory Group is independently chaired and meets regularly. • Responsibilities are clearly assigned and periodically reviewed. • Our safeguarding handbook is reviewed and updated annually. • External reporting arrangements are in place and fulfilled (both in our annual report and separately to the Bishop). • The completion of training by clergy, staff and volunteers is monitored. • Our Safeguarding Advisor is highly experienced and shared with the Diocese. • We periodically survey the Cathedral community to test the degree to which our safeguarding activities are having the intended impact. • Self-assessment against national safeguarding standards began in 2023, in preparation for external audit, which took place in February 2026.

Decarbonisation

What we publish and why

At present, we are not required by law or regulations to report on the Cathedral's energy use and associated greenhouse gas emissions.

Nevertheless, we have aligned ourselves with the Church of England's ambition to reduce carbon dioxide emissions to net zero by 2030. We have therefore opted voluntarily to publish:

- Our **annual UK energy** use in Megawatt hours ('MWh'), relating to gas and purchased electricity and associated **greenhouse gas emissions** in tonnes of carbon dioxide equivalent (CO₂e)
- The **methodologies** used to calculate the required information
- A narrative of **measures taken** to improve energy efficiency in the period of the report (or, if no measures have been taken, to state that this is the case)
- The prior year equivalent figures, for comparison.

This information (with the exception of an 'intensity ratio', comparing emissions data with another metric or indicator) means that we are reporting in a way that is consistent with the government's *Streamlined Energy and Carbon Reporting* policy as set out in regulations of 2018.

What about buildings not in scope?

The Cathedral owns many buildings which are leased either to King's Ely, or to commercial or residential tenants.

We are required to ensure that buildings leased to commercial and residential tenants meet certain energy performance standards. Energy performance is certified by independent professional accreditors on a scale of A to G. The standard we must meet is gradually increasing over time and we continually work to ensure that all of these buildings meet or exceed minimum standards.

From 1 March 2023, all commercial properties must have a minimum energy performance standard of E. This is set out in the minimum energy efficiency standards, which were introduced in March 2015 by the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015, following the Energy Act 2011.

Despite the age and sensitivity of many of our buildings, we have succeeded in ensuring that all of our commercial properties meet or exceed this standard.

Buildings in scope

We follow the Church of England's approach to determining which buildings are in scope for the 2030 net-zero target. This is set out in a plan of action called the *Routemap*, which was approved by General Synod in July 2022. This is available online and sets out in detail what is - and is not - in scope for the 2030 target.

Within the scope of the target are: (a) all buildings within the Cathedral precinct, excluding the energy use of tenants (b) church halls and ancillary buildings (c) clergy housing.

For us, the buildings therefore in scope are:

- The Cathedral Church building
- The Chapter Office & Deanery (the two buildings are integrated)
- The Cathedral Centre
- The Almonry Kitchen restaurant
- Clergy housing: The Precentor's House, The Black Hostelry and Powcher's Hall (which includes two large ground-floor meeting rooms in Cathedral use)

It is possible that, over time, buildings will fall in or out of scope as a result of changes in use. If so, we will rebase our figures and be transparent about this to ensure that comparison over time is fair.



The Almonry Kitchen restaurant, following refurbishment by the Cambridge Dining Company and the installation of an air source heat pump to replace a gas boiler. The heat pump was generously funded by the Church of England Net Zero Demonstrator Fund and Ely Cathedral Trust.

Measures taken in 2025 to improve energy efficiency

In 2025, energy-efficient lighting continued to be used to illuminate the lantern of the Cathedral. This lighting replaced less efficient metal-halide lamps in the summer of 2021.

Similarly, in 2024, we completed a £1.5m project to replace all of the lighting inside the Cathedral Church building with a low-energy and sustainable alternative. We are hugely grateful to The Friends of Ely Cathedral for funding this work from bequests received.

Throughout 2025, we have continued to source all of our electricity on a green energy tariff.

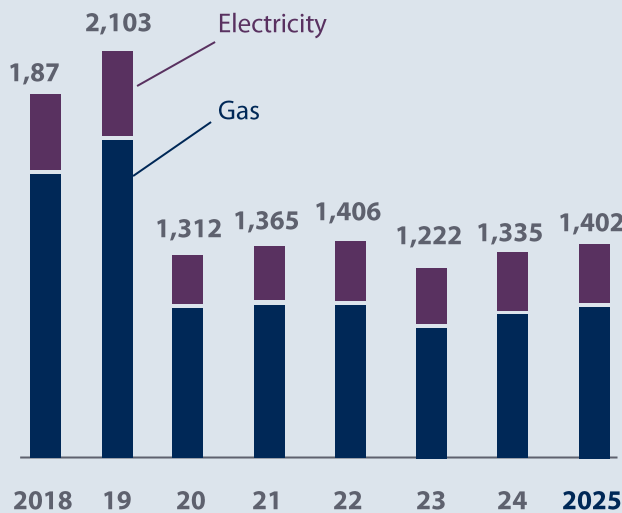
During the course of 2025, further detailed decarbonisation reports for our buildings were received from Joel Gustafsson Consulting, whose work with us is funded by Ely Cathedral Trust. These reports provide detailed proposals to reduce emissions created by heating the in-scope buildings.

Having received a report in 2024 for the Almonry Restaurant, we were pleased to secure funding from the Church of England Net Zero Demonstrator Fund and from Ely Cathedral Trust to replace an existing gas system with a system powered by an air source heat pump. This work was completed in March 2025. It is expected to result in a reduction of at least 80% in carbon dioxide emissions created by heating the building and contribute to a 14 tonne (five percentage point) reduction in our total carbon dioxide emissions from energy use.

In 2025 our relevant carbon emissions remained at 42% below the peak in 2019.

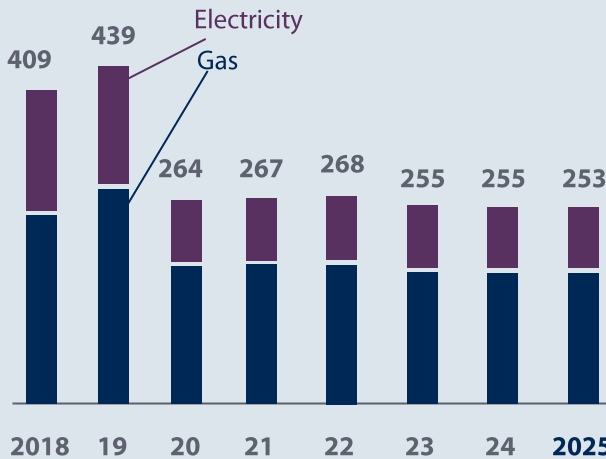
Annual energy use (gas & purchased electricity) MWh

Annual energy use for all buildings within the scope of the 2030 net-zero target



Annual carbon dioxide emissions from energy use Tonnes of CO₂e

Carbon dioxide equivalent emissions associated with energy use for all buildings within the scope of the 2030 net-zero target



Methodologies used to calculate energy use and carbon dioxide equivalent emissions

Energy use is calculated from metered readings provided by the Cathedral’s energy brokers and suppliers.

Carbon dioxide equivalent emissions are calculated by multiplying energy use by the relevant carbon factor (published by the Department for Energy Security and Net Zero and the Department for Business, Energy & Industrial Strategy) for that year for the relevant energy source.

The responsibilities of Chapter

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

The law applicable to charities in England & Wales requires Chapter to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Cathedral and of the incoming resources and application of resources of the Cathedral for that period.

In preparing these financial statements, Chapter is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Cathedral will continue in operation.

Chapter is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Cathedral and enable Chapter to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Cathedral constitution.

Chapter is also responsible for safeguarding the assets of the Cathedral and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The 2025 report was approved by Chapter on 20 July 2026 and signed on its behalf by



The Very Reverend Mark Bonney DL
Dean of Ely



Canon Francis Burkitt DL
Senior Non-Executive Member of Chapter



Jonathan Bell FCA DChA
Chief Operating Officer



Alison Binstead FCA
Chief Finance Officer