



OUR VISION, VALUES & STRATEGIC OBJECTIVES

Our Vision

We advocate liberty, encourage creativity, and seek the eternity revealed in Jesus Christ.

At Salisbury Cathedral we advocate for all the liberty that our forebears claimed for themselves; we encourage in all the creativity that has characterised this place throughout its history; and we seek, and help all to seek, the eternity revealed in Jesus Christ.

Our Values and Strategic Objectives

Work to build Salisbury Cathedral on its current site began more than 800 years ago. It is a living church and an iconic feature of England's historic landscape. It is the seat of the Bishop of Salisbury and the mother church of his Diocese. As well as being a place of Christian worship, prayer, and mission, it is a venue for the arts, a centre of training in ancient artisanal skills, a place of welcome for visitors from across the world and the spiritual heart of the region.

It makes a profound and lasting impact on those who encounter it.

With **Boldness,**
Fairness
and **Kindness** we will

- Be a place where faith is inspired, nurtured, and discovered.
- Welcome all, build innovative partnerships, and become increasingly diverse.
- Strengthen our financial resilience and work for our long-term sustainability.
- Support and develop our staff and volunteers to enable them to flourish.
- Reduce our carbon consumption and its impact and take action for justice locally and globally.





Photo by Joe Hoey

Dean's Introduction

Salisbury Cathedral continues to flourish. Attendance at the high-quality events that we run is consistently high, and the numbers attending worship grow year-on-year. However, our times are uncertain, and our global future is unknown. It was a turbulent year for the Church of England. The long-awaited publication of the Makin Report in November 2024 prompted the resignation of the Archbishop of Canterbury – an event unprecedented in the modern era. Unsurprisingly (and quite rightly) this, and other associated events, provoked questions about the Church's likely survival.

Amidst such uncertainty and such unknowing the Cathedral (and the faith it proclaims) offers reassurance and hope. The solidity of the medieval masonry symbolises constancy and endurance through the travails of the ages; the wonder of sacred choral music recalls us to the beauty of which we are capable. Despite everything, the Gospel remains defiantly Good News.

This Annual Report sets out in detail much of what we have been about this year. I hope you will be encouraged by what you read.

The Very Revd Nicholas Papadopoulos DL

Dean of Salisbury

October 2025



Nurturing Faith

Public worship and prayer remain central to the Cathedral's life.

In line with our commitment to engaging a wide audience, several new services were introduced this year, including a Pet Service, an Epiphany Pageant, an Easter Carol Service, and a special Harvest Evensong with the National Farmers' Union. These added to, and enriched, our traditional daily worship.

We hosted many Diocesan services, including ordinations, confirmations, the Admission of Licensed Lay Ministers, and School Leavers Services.

In June, over 2,100 children from 90 schools visited across four days to mark the end of primary school. Local secondary schools also held services here, and a Celebration Eucharist in June 2024 marked 30 years since the first women were ordained as priests.

Our new Missioner for Young People joined in March 2024, helping children, young people and families from all communities feel welcome and represented. Young people can get involved through choirs, serving, or volunteering,

and participate in major festivals such as the Christmas Eve Crib Service and the Good Friday Family Service.

We saw strong interest in baptism and confirmation, particularly from the Cathedral School and our congregations, with preparation taking place during Lent. A young adults' group also met throughout the year.

The Cathedral Choir took part in the Southern Cathedrals Festival in July 2024, hosted by Winchester Cathedral, joining choirs from Chichester and Winchester for a rich programme of music and worship.

Our Music team presented several highlights this year, alongside visiting performers. The summer Organ Prom and December's Messiah are becoming regular features. We again collaborated with Exeter House for Evening Songs, and with Salisbury Cathedral School for Voices InSpire – a joyful day of singing by primary school choirs under the Spire.







Photo by Joe Hoey



Photo by Joe Hoey



Photo by Spencer Multiholland

Welcome, Partnership and Diversity

Visitors to the Cathedral and its events are vital. We aim to make the Cathedral and its surroundings welcoming to all – whether Christian, from another faith, or none. We offer a wide range of accessible events and activities to engage people from all backgrounds. Visitors also provide essential financial support. As we receive no regular government or church funding (beyond stipends for the Dean and two canons), we must generate all income to maintain the building, fund staff, and deliver services and events.

We are committed to being a place of welcome, learning, and encounter. Our partnerships across Salisbury help extend our reach beyond those who visit directly. The Cathedral is a major draw to the city, benefiting local businesses and organisations.

Throughout the year, the Cathedral has worked closely with the city and local partners. The Dean and Director of External Relations are active members of the Salisbury Place Partnership and

contribute to various workstreams. We remain a key partner in developing and delivering Salisbury's Cultural Strategy, alongside organisations like The Salisbury Museum, Wiltshire Creative, Salisbury City Council, and the Business Improvement District.

Our events and activities are delivered by our staff and more than 500 volunteers. Visual art continues to play a key role in connecting with new audiences and enriching the visitor experience. The 2024 summer exhibition, *Our Earth*, explored climate change's impact on everyday life, with work by Rebecca Chesney, Dryden Goodwin, Hilary Jack, and Derek Jarman.

Family activities ran throughout school holidays, including craft sessions, links with the Archaeology Festival, and events tied to the *Our Earth* exhibition. Around 6,000 children and families took part in one or more of these offerings, including our popular family trails.

In November, *Sarum Lights – Time* attracted over 13,000 visitors across five nights, mostly local families. Market research showed many were first-time visitors. In December, a sell-out fundraising concert by Jethro Tull raised vital funds for the Choral Foundation.

In keeping with our diversity and inclusion goals,

we offered events to engage different audiences, including a silent disco and a Planetarium Discovery Day, featuring crafts, a scavenger hunt, and a rare astronomy book from the 15th-century library. We also launched a termly Cathedral Book Group.

Through these and other activities, we aim to provide a space where diverse people can explore issues facing society and the world.

The Cathedral and Close also host events by local partners. In 2024, we welcomed the Arundells' Annual Edward Heath Foundation Lecture, Salisbury NHS Trust's staff thank-you event, and Wiltshire Creative's contributions to the Salisbury International Arts Festival. The Alabaré BIG Sleep returned to the Cloisters, with staff and volunteers joining to raise funds for the charity's work with vulnerable people.

Our relationship with Salisbury Cathedral School remains important. The School educates the Choristers, and Chapter supports its Christian and Anglican ethos. While the Chapter appoints governors, the School is otherwise independent – financially and in daily operations. Its results are not included in Cathedral accounts.





Sustainability – our Heritage and Finances



Photo by James Newton, jnpictures.co.uk

Caring for the Cathedral's fabric, treasures, and the Close is central to our mission.

A major milestone this year was the completion of our 38-year project to restore the Cathedral's exterior. For the first time in decades, the building stands free of scaffolding – a joyful sight. Our skilled craftspeople received recognition through multiple awards, including the Cathedrals Repair and Restoration category at the 2024 Natural Stone Awards and the overall Industry Choice award from the Stone Federation.

We are grateful for continued donor and community support as we shift focus to the interior.

Our stonemasons began a five-year conservation of the Cloisters, with interpretation panels on-site to share the process with visitors. Our glazing team also launched a two-year restoration of the 1879 Burne-Jones window, made in the William Morris Workshop.

These projects depend on funding. We thank the Benefact Trust, Pilgrim Trust, Garfield Weston, and others for supporting the Burne-Jones restoration. To ensure the future of these crafts, we continue to appoint apprentices, supported



Photo by Salisbury Cathedral



Photo by Martin Cook

by the Kirby Laing Foundation, BGS Cayzer Trust, and Radcliffe Trust. As members of the Cathedrals Workshop Fellowship, we value the high-level training it provides.

Thanks to a £200K gift from the Friends of Salisbury Cathedral, we began the internal LED re-lamping in 2023/24, following the completion of the exterior re-lamping. This will significantly reduce carbon use and energy costs.

The Friends also funded a new Chamber Organ.

The generosity of the Friends of the Nation's Libraries allowed the Cathedral to acquire a rare 13th-century Sarum Master Bible – one of only five known works by this renowned illuminator.

The Bible now resides in our Library, with surplus funds supporting future public engagement.

We have made progress on several properties in the Close. No. 56b was fully refurbished, with additional works at No. 20a. Planning applications have been submitted for refurbishing Nos. 17 and 20, and the application for Leaden Hall remains ongoing. Improvements around the Close included resurfacing, property upgrades, and refurbishment of historic lamps. The recent quinquennial inspection of public spaces will guide future priorities.

As a landlord and provider of service accommodation, we manage our properties responsibly, in line with charity law and Church Commissioners' requirements. This work is

overseen by our Property Strategy Group.

Sustainability is a strategic priority. We're committed to the Church of England's Net Zero goals. Our Environment Committee focuses on carbon reduction and the stewardship of the Cathedral's unique ecological setting. Our action plan includes feasibility studies for a low-carbon heating system. Unfortunately, plans to install public EV charging on Cathedral land were refused, but we are exploring alternatives.

The Close continues to serve as a much-loved open space for thousands of locals and visitors. Its popularity presents both opportunities and challenges. A trained external security team helps ensure it remains a safe and welcoming place for all.

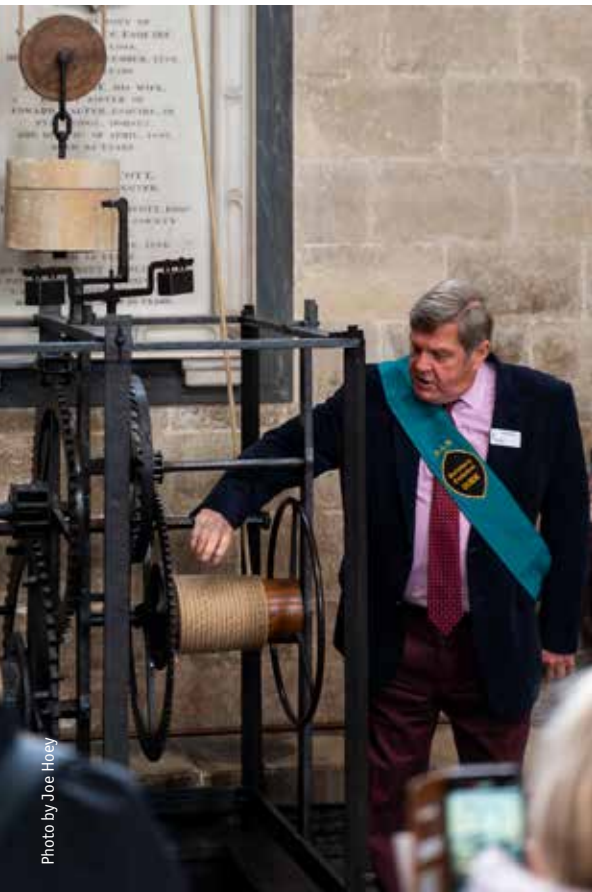


Photo by Joe Hoey

Working Together

The skills, dedication, and professionalism of our staff underpin all aspects of Cathedral life – spiritual, cultural, and operational. We are also deeply grateful to our volunteers, whose contributions are essential. From flower arranging and vestment care to garden maintenance, volunteers enrich Cathedral life in countless ways. Every role matters and together they form a vital part of our mission.

Our 2024–2029 Strategic Objectives include a commitment to supporting and developing staff and volunteers.

This year we launched a new HR strategy and conducted a staff survey to better understand priorities and needs.

We invested in external training programmes covering equality, diversity and inclusion, strategic and operational security, and safeguarding for senior leaders. We thank Wiltshire Police for their input into our security training and continue to work with Wilts and Dorset Fire and Rescue on exercises at the Cathedral.

Safeguarding remains a top priority. In early 2024, the Cathedral and Diocese were the first to undergo the Church of England’s new round of independent safeguarding audits. The report, published in April, made several recommendations, most of which we have already acted on. Our progress is detailed in a report on the Cathedral website.

The 2024/25 year has brought much to celebrate and some challenges. Visitor numbers have exceeded pre-pandemic levels, and worship attendance has also grown.

Welcoming so many people is a privilege made possible by the outstanding work of our staff and volunteers, who meet both the routine and the unexpected with professionalism and energy.



Public Benefit

The Cathedral was registered with the Charity Commission in April 2023. Like all English cathedrals, its purpose includes supporting the Church of England's mission, conserving its historic fabric, and advancing charitable aims.

Beyond serving the local community, the Cathedral is a national resource in religion, music, education, history, and architecture. Its setting inspires creativity – spiritually, artistically, and intellectually – for worshippers, visitors, and residents alike.

Through daily worship, we offer space for reflection, civic events, and community gatherings, supporting wellbeing and social cohesion. Entry is always free for prayer, candle-lighting, or attending services. Our sightseeing admission allows free return visits for a year and offers discounts to students, free entry for under-12s, local residents (SP1–SP5), and worshippers from the Diocese.

Our education team delivers workshops, tours, and structured programmes for schools locally and beyond. A key part of our outreach is our volunteer programme. Volunteers receive training, develop skills, and support Cathedral life – leading tours, assisting in services, and engaging visitors on heritage topics.

We host a rich cultural programme of concerts, exhibitions, talks, and workshops – many free of charge – which promote heritage and encourage community participation. Talks also explore important issues like climate change, offering opportunities for public reflection and learning. In all we do, we aim to offer an encounter with the sacred.

The Close grounds are freely accessible and enjoyed by families, young people, and visitors for walking, relaxing, or quiet reflection. The Cloisters, Shop, and Refectory are open daily and welcome both locals and tourists.

Our stonemasons and glaziers conserve a site of global architectural importance. We also offer apprenticeships in these rare crafts, ensuring the survival of vital heritage skills. Public workshops and demonstrations help raise awareness of these trades. Meanwhile, our archives and collections preserve the Cathedral's rich history for future generations and support national heritage conservation.

As a major heritage attraction, the Cathedral significantly supports Salisbury's economy. It influences 9 out of 10 visits to the city, and half of Cathedral visitors also explore local shops, restaurants, and attractions.





Looking Forward

The 2024/25 financial year was rewarding, particularly in maintaining visitor numbers and associated income. This had been identified as a key risk at the start of the year. However, we continued working to attract visitors by keeping our offer fresh and delivering a varied annual programme of activities, events, and concerts. Nonetheless, we do not expect the post-pandemic growth in visitor numbers to continue in 2025/26. Economic pressures in the UK and global instability may make maintaining current levels difficult.

Meeting the Church of England's 2030 Net Zero target is a key issue. While we have completed several helpful projects, replacing our heating system will be essential in the longer term. This major investment is beyond the Cathedral's means alone. Securing approvals and funding remain critical obstacles, as seen with our unsuccessful efforts to install a ground source heat pump – prevented by factors outside our control.

Health and safety remains a key focus. A new Health, Safety and Security Manager role was appointed this year, and work with the local Counter Terrorism Team continues to support training and risk mitigation.

Safeguarding is regularly reviewed by Chapter and overseen by an independent Safeguarding Advisory Group. The Cathedral works closely with a Diocesan Safeguarding Officer and operates under a service level agreement with the Diocese. An increasing number of vulnerable visitors requires thoughtful support – balancing their needs with those of staff and volunteers.

Cybersecurity was strengthened this year under the Chief Financial Officer, working with the Cathedral's IT contractor. Penetration testing confirmed a good overall security posture, while also identifying areas for improvement.

Chorister recruitment and funding also present ongoing concerns. We will continue working closely with the Cathedral School as both institutions adapt to changes in the independent education sector.

Our 2024–2029 Strategic Plan outlines several ambitious goals, many requiring significant funding. Identifying ways to deliver these will be a priority in 2025/26. Careful financial monitoring, led by Chapter and the Executive, remains key to our success and future direction.

Financial Performance

Salisbury Cathedral receives no ongoing Government funding or central Church of England financial support. It relies entirely on the generosity of our supporters, admissions and our own trading activities. Each day, it costs approximately £19,000 to sustain our missions, maintain this historic building and provide services to our community. Through donations, legacies, grants, visitor admissions, and prudent investment income, we strive to meet these financial demands and preserve this landmark site for future generations.

1 Key headlines for the year's performance

The Cathedral delivered a solid financial performance in 2024/25. Unrestricted funds achieved a small surplus, reflecting prudent management and the continued strength of core operations. Restricted funds closed the year at breakeven, supported by generous grants and donations for collections, archives, and Cathedral care. Fees relating to investment management were charged to endowed funds, resulting in a modest net outflow across all funds.

Visitor numbers remained robust, matching last year's bumper levels. Admissions income rose, driven by a necessary increase in ticket prices. However, this upside was partially offset by reduced profits from the shop and refectory, which were closed / partially closed for a planned 12-week period to enable the full restoration of the glass roof of the Old Plumbery. Views from the refectory are once again open to the top of the spire, a striking feature and popular attraction for visitors.

The overall cost base rose in 2024/25, in part due to a 5% staff pay increase as the Cathedral continued to honour its commitment to the Real Living Wage and to fair pay. The Cathedral recognises the vital role

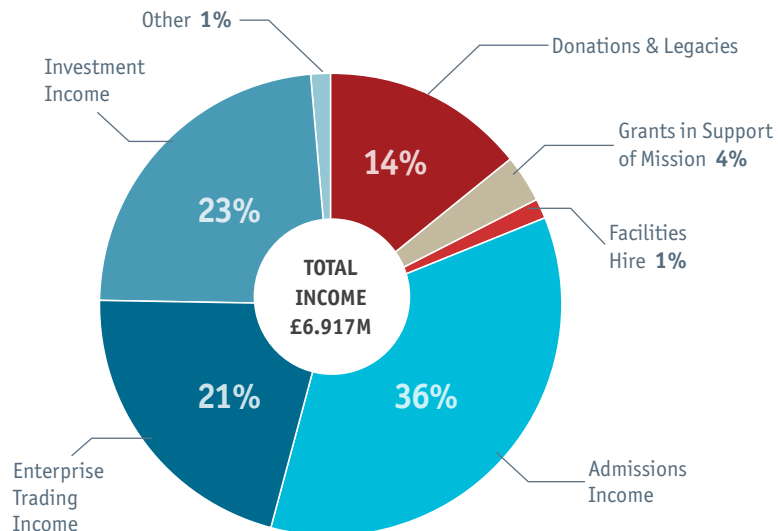


Figure 1: Income Sources 2024/25

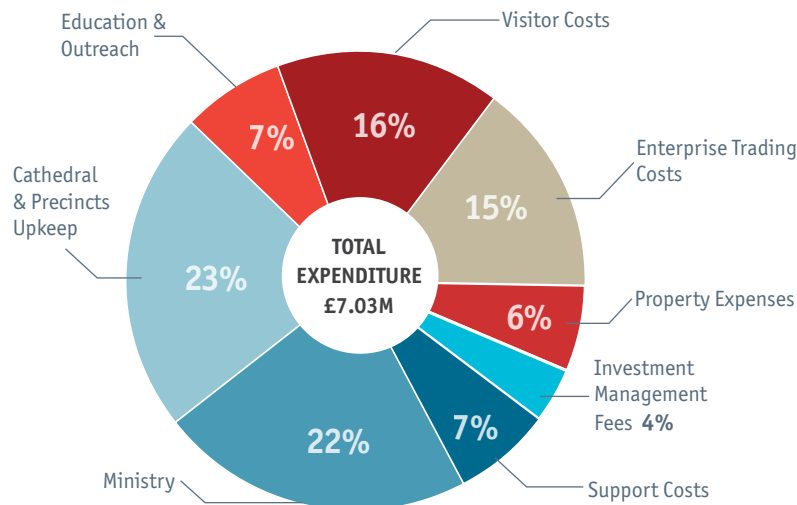


Figure 2: Expenditure Breakdown 2024/25

played by its staff and, where possible, seeks to align pay awards with inflationary pressures.

Investment performance remained subject to wider market volatility, with significant unrealised losses recorded in the year. Nonetheless, core income streams such as bank interest and dividend income showed steady year-on-year growth.

Despite these challenges, the Cathedral remains in a strong position to deliver on its strategic objectives.

2 Funds

The funds supporting Salisbury Cathedral are divided into three distinct categories, each with specific usage restrictions. While the Cathedral holds substantial total funds, the majority – £59.2 million – are endowment funds, whose capital is preserved to generate income and cannot be spent directly.

A further £9.8 million is held in restricted funds, designated by donors for particular purposes. Most of these support the preservation of the Cathedral’s fabric or the work of our Choristers.

£4.5 million in unrestricted funds remains available to support the Cathedral’s general operations and mission. Given the potential for fluctuations in unrestricted income – often influenced by external factors – Chapter has agreed a policy of maintaining unrestricted reserves at a level equivalent to at least eight months’ operating costs.

The Cathedral has ambitious plans over the next few years. We will be undertaking significant expenditure on the restoration and development of our property portfolio. As one of the principal freeholders within the Close, several large properties are scheduled for repair and refurbishment, bringing important buildings back into use and enhancing their contribution to the Cathedral’s wider mission. Alongside this, the Works Department business plan will guide a balance between increased commercial activity and the Cathedral’s own conservation needs. These projects form a central part of the Cathedral’s Strategic Plan and will require the careful use of funds, supported by strong financial management, targeted fundraising, and sound decision-making.

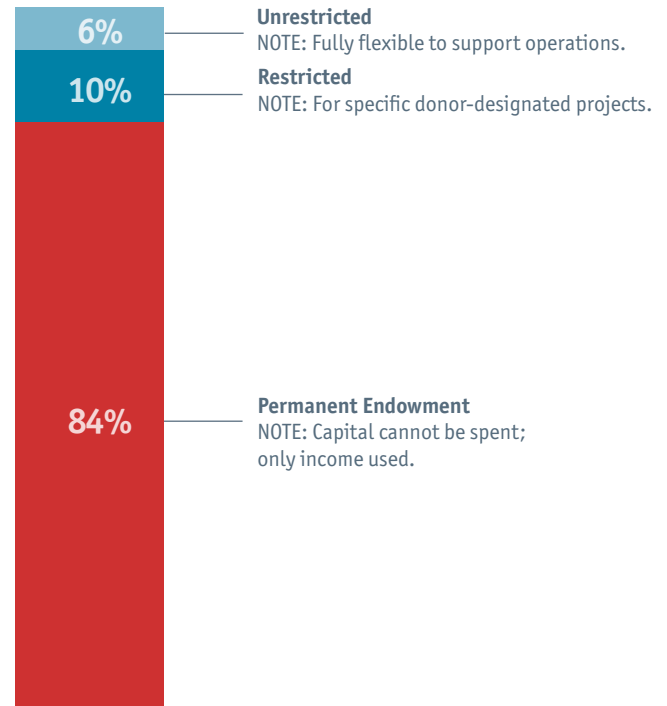


Figure 3: Fund Composition 2024/25

CATHEDRAL DIRECTORY

The full name of Salisbury Cathedral is The Cathedral Church of the Blessed Virgin Mary Salisbury.

The Cathedral's corporate body is Chapter and the Cathedral is registered with the Charity Commission, and co-regulated by the Church Commissioners.

The Cathedrals Measure (2021) requires each cathedral to produce its own constitution and statutes which introduce the requirements and apply the principles of the Measure according to local or historic use, and specify the functions and responsibilities of clerical and lay individuals, and establish the governance and administrative framework.

The governing statutes of the Cathedral are the Salisbury Cathedral Constitution and Statutes dated 11th November 2022. Under these statutes, the governing body of the Cathedral is the Chapter, which is supported by several other bodies and individuals as set out in this directory. Further information about the governance of the Cathedral is given in the Report of Chapter.

The address of the Cathedral is 6 The Close, Salisbury, Wiltshire, SP1 2EF.

The Cathedral's website is at <http://www.salisburycathedral.org.uk>

Chapter

Dean	The Very Revd Nicholas Papadopoulos
Canons Residentiary	The Revd Canon Anna Macham (Precentor) The Revd Canon Edward Probert (Chancellor) (<i>left July 2025</i>) The Revd Canon Kenneth Padley (Treasurer)
Senior Non-Executive Chapter Member	Mr Nigel Salisbury
Non-Executive Members	The Ven Sue Groom (<i>left May 2024</i>) The Revd Canon Tim Daykin Mrs Lucinda Herklots Mr Jonathan Leigh Mrs Judith Davey Mr David French The Revd Canon Joanna Haine (<i>from August 2025</i>)
In attendance	Mrs Jackie Molnar – Chapter Clerk (Chief Operating Officer)

Finance Committee

Mr Nigel Salisbury (Chair)	Mr Robin Creswell
Mrs Beatrice Hollond	Mr Stephen Lamdin
Mr Tim Donall	Mr Nicholas Rowe (<i>from October 2025</i>)
Mrs Hayley Robinson (<i>from October 2025</i>)	
In attendance:	The Dean of Salisbury Mrs Jackie Molnar – Chapter Clerk (Chief Operating Officer) Mrs Lisa Morriston – Chief Financial Officer

Audit and Risk Committee

Mr Alastair Hunter (Chair)	The Revd Canon Tim Daykin
Mr David James	The Revd Dr David Neaum
Mrs Jo Wood (<i>from July 2025</i>)	
In attendance:	The Dean of Salisbury Mrs Jackie Molnar – Chapter Clerk (Chief Operating Officer) Mrs Lisa Morriston – Chief Financial Officer

Thank you

Salisbury Cathedral is very grateful to all our generous supporters, including those listed below, our legators and all those who wish to remain anonymous:

Benefact Trust

Pilgrim Trust

Jane Barker CBE

The B. G. S. Cayzer Charitable Trust

The Friends of Salisbury Cathedral

The Tern Trust



Charity number 1202770

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