



# **THE ASSOCIATION OF ENGLISH CATHEDRALS**

## **REPORT OF THE EXECUTIVE COMMITTEE AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 DECEMBER 2024**

**Company No. 06726262  
Charity Registration: 1128254**

**Registered Office:  
116 Station Road, Sutton Coldfield, B73 5LD**

# THE ASSOCIATION OF ENGLISH CATHEDRALS

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# THE ASSOCIATION OF ENGLISH CATHEDRALS

## REPORT OF THE EXECUTIVE COMMITTEE FOR THE YEAR ENDING 31 DECEMBER 2024

The members of the Executive Committee have pleasure in presenting their report together with the financial statements of the Association for the year ended 31 December 2024. The annual report serves the purposes of both a trustees' report and a directors' report under company law. The Committee confirms that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

### Reference and administrative information

#### *Principal address and registered office*

The principal address of the Association is:

116 Station Road

Sutton Coldfield B73 5LD

Company registered number: 06726262

Charity registered number: 1128254

### *Executive*

The names of the persons who were members of the Executive Committee (trustees of the charity and directors of the company) at any time during the year ended 31 December 2024 or have been appointed since that date were as follows:

Mr David Bilton, Chapter member, Newcastle Cathedral

Mr Howard Castle-Smith, Chapter member, Chichester Cathedral (appointed 18 June 2024 and resigned 30 October 2024)

The Very Rev'd Rogers Govender, Dean of Manchester

The Rev'd Canon Simon Griffiths, Canon, Truro Cathedral (resigned 31 March 2024)

The Very Rev'd Peter Howell-Jones, Dean of Blackburn

The Very Rev'd Jo Kelly-Moore, Dean of St Albans (Chair)

Mrs Emily MacKenzie, COO, St Paul's Cathedral

The Very Rev'd David Monteith, Dean of Canterbury

The Very Rev'd Nick Papadopoulos, Dean of Salisbury

Mrs Anna Pitt, COO, Birmingham Cathedral (resigned 31 January 2025)

The Rev'd Canon Aidan Platten, Canon, Norwich Cathedral

The Rev'd Canon Matthew Vernon, Sub-Dean, St Edmundsbury Cathedral

Mr Jonathan Ward, Chapter member, Durham Cathedral

### *Senior staff*

Mrs Sarah King, Executive Director (until 31 January 2025)

Mrs Anna Pitt, interim Executive Director (from 1 February 2025)

### *Principal advisers*

#### *Bankers*

The Co-operative Bank  
PO Box 250, Delf House  
Southway  
Skelmersdale WN8 6WT

#### *Independent Examiner*

Mr J Fletcher FCA  
Fletcher & Partners  
Crown Chambers, Bridge Street  
Salisbury SP1 2LZ

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## Structure, governance and management

### *Governing document*

The Association of English Cathedrals was established as an unincorporated association in 1990. The company limited by guarantee number 06726262 was incorporated on 16 October 2008 and became a registered charity in England and Wales charity number 1128254 on 25 February 2009. The Association is governed by its Articles of Association as adopted on 14 June 2016.

Under the Companies Act 2006 the trustees have the status of directors. This report therefore constitutes a directors' report as required by section 477 of the Companies Act 2006 and has been prepared taking advantage of the exemptions conferred by section 476 of this Act.

The members of the Association are the administrative bodies of the 42 English Anglican Cathedrals. Westminster Abbey, St George's Chapel, Windsor, St German's Cathedral Isle of Man, Newport Cathedral and St Davids Cathedral are associate members. In the event of the Association winding up, each member undertakes to contribute an amount not exceeding £10. Upon the winding up or dissolution of the Association, all remaining assets shall be given or transferred to another charity having the same or similar objects to the Association in accordance with charity law.

### *Organisational structure and decision making*

The trustees of the Association of English Cathedrals are known as Executive Committee members and are also the company directors. The management of the Association is vested in the Executive Committee, which is responsible for delivery of the Association's objects and setting the strategic direction. The Committee manages and exercises all the powers of the charity in accordance with the Memorandum and Articles of Association.

The Executive Committee is assisted in its work by a number of project boards and working groups, formed of Executive Committee members and others with relevant expertise and experience. The project boards and working groups are formed to deliver specific projects and meet as and when required. Notes of all meetings are given to the Executive Committee.

The Executive Committee delegates day-to-day running of the Association to the Executive Director, Sarah King (until 31 January 2025) and Anna Pitt, Interim Executive Director (from 1 February 2025).

### *Executive Committee recruitment and appointment*

The members elect nine members of the Executive Committee. The nine members must include no fewer than four deans and no fewer than four other Chapter members (excluding administrators); no fewer than three members must come from each Province of the Church of England. There are three ex-officio trustees: the Chair of the College of Deans, the Chair of the Cathedrals Administration and Finance Association and another member of the Executive Committee of that Association. At every annual general meeting one-third, or the number nearest to (but not greater than) one third, of the elected Committee members retire from office, but are eligible for re-appointment by the members. Those standing down are those who have been longest in office since their last appointment or re-appointment. There is no fixed term for appointment as a Committee member.

The Executive Committee has the power to co-opt new members but those co-opted have to stand for election at the following annual general meeting. Co-options are made to provide an appropriate balance of skills, experience and gender, and to ensure that cathedrals of different types and with a geographical spread are represented on the Committee.

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### *Remuneration*

Staff salaries are reviewed annually in July and any increase reflects the average of pay rises given at three cathedrals, Birmingham, Lichfield and St Albans.

### **Objectives and activities**

#### *Object*

The object of the Association of English Cathedrals is to advance the Christian religion for the benefit of the public in accordance with the doctrines of the Church of England and to further the mission of the Anglican religion by:

- (1) Supporting the English Anglican cathedrals (the members of the Charity) and Westminster Abbey, St George's Chapel, Windsor, St German's Cathedral, Isle of Man, Newport Cathedral and St Davids Cathedral in their work of advancing the Christian religion by representing the common interests of cathedrals both in national and ecclesiastical contexts.
- (2) Working with the National Church Institutions and other parts of the Church of England in furthering the mission and work of cathedrals;
- (3) Working with the Churches' Legislation Advisory Service and other appropriate ecumenical bodies in furthering the mission and work of cathedrals;
- (4) Working with the government and its agencies to represent the interests of cathedrals and achieve an environment where cathedrals are enabled to fulfil their mission and work;
- (5) Debating and proposing policies and other matters affecting cathedrals, including their role in advancing education; community development; arts, culture and heritage; and environmental protection and improvement. Also assisting in developing their role in promoting religious and racial harmony and equality and diversity; and
- (6) Encouraging the development and sharing of good practice between cathedrals.

Information about the activities undertaken during the year is set out below in the section describing achievements and performance. The Executive Committee members consider that all activities undertaken have been for the public benefit, and that they have paid due regard to guidance from the Charity Commission 'Public Benefit: running a charity (PB2)' in determining what work is done.

The Charity Commission in its 'Charities and Public Benefit' Guidance requires that there are two key principles to be met in order to show that an organisation's aims are for the public benefit: first, there must be an identifiable benefit, and secondly, the benefit must be to the public or a section of the public.

### *Executive Committee*

There were two changes to the membership of the Executive Committee in 2024, with Simon Griffiths resigning on his retirement from Truro Cathedral and Howard Castle-Smith being elected at the AGM in June but having to resign for personal reasons in October. Peter Howell-Jones, Jo Kelly-Moore and Nick Papadopoulos stood for re-election at the AGM and were appointed for a further term. Anna Pitt resigned on 31 January 2025 when she left her post as COO at Birmingham Cathedral and relinquished her CAFA directorship. She was appointed as Interim Executive Director from 1 February 2025.

### *Achievements and performance*

The Executive Committee met on four occasions during the year to discuss matters of interest to the members, agree actions and review progress. Two meetings were held by Zoom. An in-person all-day meeting was held in November at the Royal Foundation of

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St Katharine. An Annual General Meeting (AGM) attended by representatives of the Association's members was held in June in London.

At its all-day meeting in November, the Committee reviewed the role of the Association. It continues to have regard to other entities providing national support to cathedrals, including the College of Deans and CAFA from within the cathedral sector and also the Church Commissioners which provides funding, regulates and supports cathedrals. The Committee agreed strategic priorities for the future and specific actions in respect of its activities and projects for 2024.

The AEC's induction courses for new Chapter members, now titled 'An Introduction to Cathedral Governance', were held on three occasions in-person. These courses are an invaluable opportunity for those attending to understand more about the role of Chapter and the ways of working of cathedrals and to develop a bigger picture of cathedral life, enabling them to discharge their responsibilities with greater knowledge and skill. The Chapter Training Project Board, chaired by Simon Cowling, the Dean of Wakefield, met on three occasions to review course content now that all cathedrals are registered charities, consider the quantity and skills of those delivering the training, and also the frequency of the courses as the number of new Chapter members grows. Susan Chapman, who joined the AEC in February 2024 as Administration Officer, supports Chapter Training.

The Communications Project, which aims to improve the profile of cathedrals in traditional and social media at a national level and encourage the development of communications skills in cathedrals, continued its work. It saw continued growth in numbers engaging with the Association's social media accounts and website. Of particular note is the #cathedralceilings campaign in the summer and the #cathedralangels campaign of late 2024/ early 2005 which were successful in raising awareness of our cathedrals. A steady stream of cathedral stories was picked up by national, local and church media throughout the year. Monthly Zoom drop in sessions for cathedral communications staff have been well attended and are a popular way for staff to engage and share good practice. The Project Board, chaired by Jonathan Greener, the Dean of Exeter, oversees the Project on behalf of the Committee. Board members are drawn from communications specialists working in cathedrals and the NCIs. With the approval of the Executive Committee, an Art in Cathedrals Advisory Board, a sub-committee of the Communications Project Board, was set up, formed of cathedral representatives with knowledge of art in cathedrals. The Executive Committee also appointed an Arts Curator, Jacqueline Creswell, with a brief to advise cathedrals on art installations.

Under the oversight of the Communications Project Board, the 'Discover Cathedrals, Discover Pilgrimage' Project has continued during the year. A number of cathedrals have participated in the Audience Answers cathedral network to enable data collection and inform decisions about programming and marketing designed to attract different audiences. Pilgrim Passports continue to sell and to encourage visits to cathedrals. The Cathedral Cycle Route also continues to bring a steady stream of cyclists to cathedrals. Links have been maintained with VisitEngland, and the AEC encourages cathedrals to use its resources as they develop their visitor offer.

The Committee continues to work closely with the Church of England's National Safeguarding Team and the cathedral lead on safeguarding matters to ensure that cathedrals are alert to and implement good practice in safeguarding; it recognises the importance of providing the best possible care to children and adults at risk in cathedral contexts. The AEC worked with the National Safeguarding Team when requested to facilitate reviews of various documentation and ensure cathedrals were aware of training sessions and support available.

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The Peer Review Project concluded in June 2024, with successful completion of 42 reviews. Surveys of cathedrals showed that they were positive about their peer reviews. The decision was taken not to pursue a second round of peer reviews at that point. Having been through the process of charity registration and going through a second round of safeguarding audits, there was recognition that cathedrals lacked resources to participate and make a second round constructive and successful at that time. Moira Dean, the Project's Administrator, retired in January 2024, and Les West, Project Manager, stepped down at the conclusion of the project.

The Cathedral and Major Church Projects Support Panel's Project Board continues to be chaired by Peter Howell-Jones. The AEC manages the administration of the project, which provides expert volunteer support to both cathedrals and major churches, as set out in the memorandum of understanding with the Major Churches Network. The volume of requests for assistance from cathedrals slowed in 2024 after an large number of post-pandemic requests in 2023. It continues to be difficult to reach decision-makers in the major churches resulting in lower than expected numbers of requests. Requests for support are often focussed on financial and organisational sustainability rather than on major projects, reflecting the challenging financial situation of most cathedrals. Reports on the project's progress are made regularly to the Executive Committee and also to the project funders, the Church Commissioners and the Benefact Trust.

The AEC has continued its membership of the Churches Legislation Advisory Service and the Charity Tax Group so that it can work with the wider church and charity sector, and also to provide information to cathedrals on relevant legislative changes and developments in charity taxation.

The AEC, as a member, works closely with the Heritage Alliance, the biggest alliance of heritage interests in England furthering the interests of heritage organisations. It is also a member of the Heritage Alliance's Historic Religious Buildings' Group. The AEC is a partner of the Association of Leading Visitor Attractions (ALVA), sharing information and participating in webinars and meetings, ensuring that cathedrals, which are important tourist attractions, are supported in improving their visitor offers.

Executive members and the Executive Director worked with parliamentarians, government departments and other national bodies on a number of issues relating to cathedrals, and appropriate action has been taken to represent the interests of cathedrals by commenting on forthcoming legislation. The AEC, together with the Cathedral and Church Buildings Department in the NCIs and CLAS, has worked with the Martyn's Law team in the Home Office to ensure that the nature of cathedrals and churches is understood and the legislation will cater for them.

In November 2024, the AEC and Cathedral Music Trust hosted a day conference for all involved in music in cathedrals at Leicester Cathedral. Representatives came from every cathedral in England as well as some from Wales and Ireland, Royal Peculiars and others working in the Anglican choral tradition. The day was an opportunity to consider different models for providing music in cathedrals and the challenges faced, both practical and financial. The conference started a conversation which will continue in 2025, as groups of cathedrals and groups of those working in cathedrals will meet to take the discussion further.

Planning work has started for a National Cathedrals Conference in May 2026 in Bristol.

The Executive Director provided support to cathedrals in a number of areas, facilitating Zoom and in-person meetings for members of various cathedral networks, answering questions and encouraging the sharing of good practice. Susan Chapman, in addition to her support for Chapter Training and the various project boards, provided support for the CAFA website

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which has a growing library of documentation covering a wide range of topics; the website facilitates the sharing of good practice.

### Financial review

#### *Results of the period*

Expenditure exceeded income by £25,399 (2023: expenditure exceeded income by £41,637). Unrestricted income exceeded expenditure by £19,327 (2023: unrestricted income exceeded expenditure by £17,126), and restricted expenditure exceeded income by £44,726 (2023: expenditure exceeded income by £58,763).

Income of £187,472 was higher than the previous year (2023: £165,570). Subscription income remained the same. Grant income remained at a similar level at £13,594 (2023: £14,943), with only one grant for the Cathedral and Major Church Projects Support Panel; other projects were fully funded by grants in earlier years. The Association remained acting as banker for the Cathedral Safeguarding Network, which had a small surplus at the year end of £352. With higher interest rates throughout the year, interest income was £8,825 significantly greater than £6,549 in 2023.

Expenditure was slightly higher than the previous year at £212,871 (2023: £207,207). Expenditure on other projects decreased, including on the Peer Review Project with a smaller number of visits 2024: £11,020 (2023: £38,151); and the Communications Project showed a slight decrease: 2024: £70,525 (2023: £71,969). The Peer Review Project completed in the year with the remaining funds of £17,295 being transferred to the unrestricted fund.

#### *Reserve policy and future prospects*

Reserves are needed to bridge the gap between the spending and receiving of resources and to cover unplanned expenditure. Income from subscriptions and contributions to employment costs and the Communications Project is received at one point in the year, whereas expenditure, including salary payments, continues throughout the year. Whilst the Executive always seeks to fund projects with grants, reserves are also needed to fund projects which arise from time to time which are important to cathedrals nationally. In normal times Executive Committee members aim to maintain a reserve equivalent to six months unrestricted and recurring restricted expenditure for cash flow purposes. In 2024, the target reserves level was £67,350. The Committee has been building reserves to the desired level over a number of years through subscriptions, the primary source of unrestricted income, and by controlling expenditure. The reserves policy is reviewed annually when the budget for the following year is approved. At the year end, free reserves were £86,498 (2023: £67,171).

#### *Fundraising activity*

The Association does not currently employ anyone dedicated to fundraising, nor does it use external fundraisers or commercial participators. The Association has not received any complaints about its fundraising activities and practices.

#### *Risk management*

The members of the Executive Committee regularly consider the risks which the Association may face. They are satisfied that there are adequate reserves in place to mitigate any financial risk, and deem any reputational risk to be slight. The principal risk facing the Association is the loss of the Executive Director, which is mitigated by a three-month notice period and adequately documented work. In respect of other risks, they consider there are adequate contingency plans appropriate to the size of the Association in place to lessen their effect.

#### *Plans for future periods*

## THE ASSOCIATION OF ENGLISH CATHEDRALS

The Executive Committee continues to review how it can best support cathedrals in their work. In addition to the day to day support provided to cathedrals through the work of the Executive Director and Communications Project team, it will continue to run and establish projects which support Chapters and staff working in cathedrals to develop well-governed, strategically focussed and sustainable cathedrals.

Over the next year, the Executive Committee plans to continue its Chapter Training, Communications, and Cathedral and Major Church Project Support Panel Projects to support cathedrals in their work.

The 2026 National Cathedrals Conference working group will continue its work of planning for and organising the conference. The intention is that the conference will provide delegates with the opportunity to consider the results of research undertaken by Theos into the place of cathedrals in a post-Brexit and post-pandemic nation facing the challenges of recent energy price, cost of living and tax increases. The research will build on the successful 2012 Spiritual Capital work. The Executive Committee is also working on plans for a new study of the economic and social impact of England's cathedrals.

### *Going concern*

The Executive Committee expects the AEC to have adequate resources to continue in operational existence for the foreseeable future. It continues to adopt the going concern basis of accounting in preparing the annual financial statements.

### **Trustees' responsibilities in relation to the financial statements**

The charity trustees (who are also the directors of the Association of English Cathedrals for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Disclosure of information to the Independent Examiner**

To the knowledge and belief of the Executive Committee, there is no relevant information of which the charitable company's Independent Examiner is not aware, and it has taken all

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necessary care to ensure and establish that the Independent Examiner is aware of any relevant information.

Approved by order of the Executive Committee and signed on their behalf by:

**Jo Kelly-Moore**  
Chair

22 May 2025

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## REPORT OF THE INDEPENDENT EXAMINER TO THE MEMBERS OF THE EXECUTIVE COMMITTEE OF THE ASSOCIATION OF ENGLISH CATHEDRALS

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I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 December 2024.

### Responsibilities and basis of report

As the Trustees of the Charity (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

### Independent examiner's statement

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

1. accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:

Dated:

James Fletcher FCA  
Fletcher & Partners  
Chartered Accountants  
Crown Chambers  
Bridge Street  
Salisbury  
SP1 2LZ

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2024

|                                                                         | Note | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>31.12.24<br>£ |
|-------------------------------------------------------------------------|------|----------------------------|--------------------------|------------------------|
| <b>Income from donations &amp; legacies</b>                             |      |                            |                          |                        |
| Membership subscriptions                                                |      | 23,500                     | -                        | 23,500                 |
| Grants                                                                  | 6    | 500                        | 13,094                   | 13,594                 |
| Legacies                                                                |      | 3,500                      | -                        | 3,500                  |
|                                                                         |      | <b>27,500</b>              | <b>13,094</b>            | <b>40,594</b>          |
| <b>Income from charitable activities</b>                                |      |                            |                          |                        |
| Contributions to staff costs                                            | 6    | -                          | 42,515                   | 42,515                 |
| Contributions to Communications Project                                 | 6    | -                          | 73,520                   | 73,520                 |
| Contributions to survey costs                                           |      | 5,700                      | -                        | 5,700                  |
| Chapter training course fees                                            |      | 4,745                      | -                        | 4,745                  |
| Cathedral Music Day                                                     |      | 6,473                      | -                        | 6,473                  |
| Cathedral Safeguarding Conference                                       | 6    | -                          | 3,467                    | 3,467                  |
| Other income                                                            | 6    | -                          | 1,633                    | 1,633                  |
|                                                                         |      | <b>16,918</b>              | <b>121,135</b>           | <b>138,053</b>         |
| <b>Income from investments</b>                                          |      |                            |                          |                        |
| Bank deposit interest                                                   |      | 8,825                      | -                        | 8,825                  |
| <b>Total income</b>                                                     |      | <b>53,243</b>              | <b>134,229</b>           | <b>187,472</b>         |
| <b>Expenditure on:</b>                                                  |      |                            |                          |                        |
| <b>Charitable activities supporting the English Anglican cathedrals</b> |      |                            |                          |                        |
| Staff costs                                                             | 6    | -                          | 43,486                   | 43,486                 |
| Executive meetings                                                      |      | 3,413                      | -                        | 3,413                  |
| Working Groups                                                          |      | 306                        | -                        | 306                    |
| Chapter Training                                                        |      | 6,330                      | -                        | 6,330                  |
| Cathedral Music Day                                                     |      | 7,460                      | -                        | 7,460                  |
| Surveys                                                                 |      | 27,685                     | -                        | 27,685                 |
| Cathedral & Major Church Projects Support Panel 6                       |      | -                          | 19,325                   | 19,325                 |
| Communications Project                                                  | 6    | -                          | 70,525                   | 70,525                 |
| Peer Review Project                                                     | 6    | -                          | 11,020                   | 11,020                 |
| Discover Cathedrals etc. Project                                        | 6    | -                          | 12,412                   | 12,412                 |
| CAFA Website                                                            | 6    | -                          | 750                      | 750                    |
| National Cathedrals Conference                                          | 6    | -                          | 285                      | 285                    |
| Cathedral Safeguarding Conference                                       | 6    | -                          | 3,857                    | 3,857                  |
| Conferences                                                             |      | 791                        | -                        | 791                    |
| English cathedrals website                                              |      | 1,260                      | -                        | 1,260                  |
| Subscriptions                                                           |      | 1,132                      | -                        | 1,132                  |
|                                                                         |      | <b>48,377</b>              | <b>161,660</b>           | <b>210,037</b>         |
| <b>Other</b>                                                            |      |                            |                          |                        |
| Governance                                                              | 11   | 1,525                      | -                        | 1,525                  |
| Insurance                                                               |      | 695                        | -                        | 695                    |
| Other                                                                   |      | 614                        | -                        | 614                    |
|                                                                         |      | <b>2,834</b>               | <b>-</b>                 | <b>2,834</b>           |
| <b>Total expenditure</b>                                                |      | <b>51,211</b>              | <b>161,660</b>           | <b>212,871</b>         |
| <b>Net income/ (expenditure)</b>                                        |      | <b>2,032</b>               | <b>(27,431)</b>          | <b>(25,399)</b>        |
| Transfers between funds                                                 | 6,7  | 17,295                     | (17,295)                 | -                      |
| <b>Net movements in funds</b>                                           |      | <b>19,327</b>              | <b>(44,726)</b>          | <b>(25,399)</b>        |
| <b>Reconciliation of funds:</b>                                         |      |                            |                          |                        |
| Total funds brought forward                                             | 6,7  | 67,171                     | 141,976                  | 209,147                |
| Total funds carried forward                                             | 6,7  | <b>£86,498</b>             | <b>£97,250</b>           | <b>£183,748</b>        |

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2023

| <i>Comparative Information</i>                                          | <i>Note</i> | <i>Unrestricted<br/>funds<br/>£</i> | <i>Restricted<br/>funds<br/>£</i> | <i>Total<br/>31.12.23<br/>£</i> |
|-------------------------------------------------------------------------|-------------|-------------------------------------|-----------------------------------|---------------------------------|
| <b>Income from donations</b>                                            |             |                                     |                                   |                                 |
| Membership subscriptions                                                |             | 23,500                              | -                                 | 23,500                          |
| Grants                                                                  | 6           | -                                   | 14,943                            | 14,943                          |
|                                                                         |             | <b>23,500</b>                       | <b>14,943</b>                     | <b>38,443</b>                   |
| <b>Income from charitable activities</b>                                |             |                                     |                                   |                                 |
| Contributions to staff costs                                            | 6           | -                                   | 40,276                            | 40,276                          |
| Contributions to Communications Project                                 | 6           | -                                   | 69,990                            | 69,990                          |
| Chapter training course fees                                            |             | 4,750                               | -                                 | 4,750                           |
| Cathedral Safeguarding Conference                                       | 6           | -                                   | 4,375                             | 4,375                           |
| Other income                                                            | 6           | -                                   | 1,187                             | 1,187                           |
|                                                                         |             | <b>4,750</b>                        | <b>115,828</b>                    | <b>120,578</b>                  |
| <b>Income from investments</b>                                          |             |                                     |                                   |                                 |
| Bank deposit interest                                                   |             | 6,549                               | -                                 | 6,549                           |
| <b>Total income</b>                                                     |             | <b>34,799</b>                       | <b>130,771</b>                    | <b>165,570</b>                  |
| <b>Expenditure on:</b>                                                  |             |                                     |                                   |                                 |
| <b>Charitable activities supporting the English Anglican cathedrals</b> |             |                                     |                                   |                                 |
| Staff costs                                                             | 6           | -                                   | 39,998                            | 39,998                          |
| Executive meetings                                                      |             | 2,782                               | -                                 | 2,782                           |
| Chapter Training                                                        |             | 5,933                               | -                                 | 5,933                           |
| Cathedral & Major Church Projects Support Panel 6                       |             | -                                   | 22,941                            | 22,941                          |
| Communications Project                                                  | 6           | -                                   | 71,969                            | 71,969                          |
| Peer Review Project                                                     | 6           | -                                   | 38,151                            | 38,151                          |
| Discover Cathedrals etc. Project                                        | 6           | -                                   | 11,057                            | 11,057                          |
| CAFA Website                                                            | 6           | -                                   | 1,189                             | 1,189                           |
| National Cathedrals Conference                                          | 6           | -                                   | 596                               | 596                             |
| Cathedral Safeguarding Conference                                       | 6           | -                                   | 3,633                             | 3,633                           |
| Conferences                                                             |             | 884                                 | -                                 | 884                             |
| English cathedrals website                                              |             | 1,206                               | -                                 | 1,206                           |
| Subscriptions                                                           |             | 934                                 | -                                 | 934                             |
|                                                                         |             | <b>11,739</b>                       | <b>189,534</b>                    | <b>201,273</b>                  |
| <b>Other</b>                                                            |             |                                     |                                   |                                 |
| Governance                                                              | 11          | 3,412                               | -                                 | 3,412                           |
| Insurance                                                               |             | 638                                 | -                                 | 638                             |
| Other                                                                   |             | 1,884                               | -                                 | 1,884                           |
|                                                                         |             | <b>5,934</b>                        | <b>-</b>                          | <b>5,934</b>                    |
| <b>Total expenditure</b>                                                |             | <b>17,673</b>                       | <b>189,534</b>                    | <b>207,207</b>                  |
| <b>Net income/ (expenditure)</b>                                        |             | <b>17,126</b>                       | <b>(58,763)</b>                   | <b>(41,637)</b>                 |
| Transfers between funds                                                 |             | -                                   | -                                 | -                               |
| <b>Net movements in funds</b>                                           |             | <b>17,126</b>                       | <b>(58,763)</b>                   | <b>(41,637)</b>                 |
| <b>Reconciliation of funds:</b>                                         |             |                                     |                                   |                                 |
| Total funds brought forward                                             | 6,7         | 50,045                              | 200,739                           | 250,784                         |
| Total funds carried forward                                             | 6,7         | £67,171                             | £141,976                          | £209,147                        |

*The notes on pages 13 to 18 form part of these accounts*

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## BALANCE SHEET AS AT 31 DECEMBER 2024

|                                        | Note | Year ended<br>31.12.2024<br>£ | Year ended<br>31.12.2023<br>£ |
|----------------------------------------|------|-------------------------------|-------------------------------|
| <b>Current assets:</b>                 |      |                               |                               |
| Debtors and prepayments                | 4    | 20,522                        | 17,935                        |
| Cash at bank                           |      | 170,064                       | 202,345                       |
|                                        |      | <b>190,586</b>                | <b>220,280</b>                |
| <b>Liabilities:</b>                    |      |                               |                               |
| Creditors: amounts due within one year | 5    | (6,838)                       | (11,133)                      |
| <b>Net current assets</b>              |      | <b><u>£183,748</u></b>        | <b><u>£209,147</u></b>        |
| <b>The funds of the Charity:</b>       |      |                               |                               |
| Restricted funds                       | 6    | 97,250                        | 141,976                       |
| Unrestricted funds                     | 7    | 86,498                        | 67,171                        |
| <b>Total Charity funds</b>             |      | <b><u>£183,748</u></b>        | <b><u>£209,147</u></b>        |

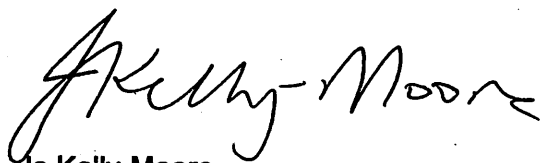
The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Executive Committee on 22 May 2025 and signed on their behalf by:



Jo Kelly-Moore  
Chair

*The notes on pages 13 to 18 form part of these accounts*

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

|                                                                                                      | Year ended<br>31.12.2024<br>£ | Year ended<br>31.12.2023<br>£ |
|------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|
| <b>Cash flows from operating activities:</b>                                                         |                               |                               |
| Cash receipts                                                                                        | 176,591                       | 156,294                       |
| Cash payments                                                                                        | (217,697)                     | (206,543)                     |
| <i>Net cash(used)/ provided by operating activities</i>                                              | <i>(41,106)</i>               | <i>(50,249)</i>               |
| <b>Cash flows from investing activities:</b>                                                         |                               |                               |
| Interest                                                                                             | 8,825                         | 6,549                         |
| <i>Net cash provided by investing activities</i>                                                     | <i>8,825</i>                  | <i>6,549</i>                  |
| Change in cash in the reporting period                                                               | (32,281)                      | (43,700)                      |
| Cash at beginning of the reporting period                                                            | 202,345                       | 246,045                       |
| Cash at end of the reporting period                                                                  | £170,064                      | £202,345                      |
| <b>Reconciliation of net income to net cash flow from operating activities</b>                       |                               |                               |
| Net income/ (expenditure) for the reporting period<br>(as per the statement of financial activities) | £<br>(25,399)                 | £<br>(41,637)                 |
| Adjustments for:                                                                                     |                               |                               |
| Interest                                                                                             | (8,825)                       | (6,549)                       |
| (Increase)/ decrease in debtors                                                                      | (2,587)                       | (2,726)                       |
| Increase/ (decrease) in creditors                                                                    | (4,295)                       | 663                           |
| Net cash provided/ (used) by operating activities                                                    | £(41,106)                     | £(50,249)                     |
| <b>Analysis of cash</b>                                                                              |                               |                               |
|                                                                                                      | Year ended<br>31.12.2024<br>£ | Year ended<br>31.12.2023<br>£ |
| Cash at bank                                                                                         | 170,064                       | 202,345                       |
| Total cash                                                                                           | £170,064                      | £202,345                      |

NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2024

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**1 GENERAL INFORMATION**

The Association of English Cathedrals is a private company limited by guarantee incorporated in England and Wales registered number 06726262, and a registered charity number 1128254. The members of the company are the 42 English Anglican cathedrals. The registered office is 116 Station Road, Sutton Coldfield B73 5LD. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

**2 ACCOUNTING POLICIES**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Association of English Cathedrals meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going Concern**

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

**2.3 Incoming resources**

Incoming resources are recognised when they are invoiced (for example subscriptions) or when received (including donations and bank interest). Where incoming resources have related expenditure, the incoming resources and related expenditure are reported gross in the Statement of Financial Activities.

**2.4 Expenditure**

Expenditure is recognised as soon as there is a legal or constructive obligation committing the Association to pay out resources.

**2.5 Cash at bank and in hand**

Cash at bank and in hand includes cash and cash on deposit.

**2.6 Debtors**

Debtors are measured at the amounts the charity anticipates it will receive from a debt or the amount it has paid in advance for goods or services.

**2.7 Liabilities**

Liabilities are measured at the amounts the charity anticipates it will pay to settle a debt or the amount it has received as an advance payment for goods or services it must provide.

**2.8 Fund accounting**

Unrestricted funds are available to use to further any of the purposes of the Association. Restricted funds are given for particular areas of the Association's work or for specific projects.

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2024 (continued)

### 3 LEGAL STATUS OF THE ASSOCIATION

The Association is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £10.

### 4 DEBTORS AND PREPAYMENTS

|               | Year ended<br>31.12.2024 | Year ended<br>31.12.2023 |
|---------------|--------------------------|--------------------------|
|               | £                        | £                        |
| Other debtors | 20,522                   | 17,935                   |
| Prepayments   | -                        | -                        |
| <b>Total</b>  | <b>£20,522</b>           | <b>£17,395</b>           |

### 5 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                 | Year ended<br>31.12.2024 | Year ended<br>31.12.2023 |
|-----------------|--------------------------|--------------------------|
|                 | £                        | £                        |
| Other creditors | 5,313                    | 10,073                   |
| Accruals        | 1,525                    | 1,060                    |
| <b>Total</b>    | <b>£6,838</b>            | <b>£11,133</b>           |

### 6 ANALYSIS OF RESTRICTED FUNDS

Year ended 31 December 2024

|                                | Balance at<br>1.1.2024 | Income          | Expend<br>-iture  | Transfers<br>between<br>funds | Balance at<br>31.12.2024 |
|--------------------------------|------------------------|-----------------|-------------------|-------------------------------|--------------------------|
|                                | £                      | £               | £                 | £                             | £                        |
| Staff costs                    | 11,740                 | 42,515          | (43,486)          | -                             | 10,769                   |
| CMCPSP                         | 45,593                 | 13,094          | (19,325)          | -                             | 39,362                   |
| Communications Project         | 24,601                 | 73,520          | (70,525)          | -                             | 27,596                   |
| Peer Review Project            | 28,315                 | -               | (11,020)          | (17,295)                      | -                        |
| DC,DP                          | 21,987                 | 1,633           | (12,412)          | -                             | 11,208                   |
| CAFA website maintenance       | 4,100                  | -               | (750)             | -                             | 3,350                    |
| National Cathedrals Conference | 4,898                  | -               | (285)             | -                             | 4,613                    |
| Cathedral Safeguarding         | 742                    | 3,467           | (3,857)           | -                             | 352                      |
| <b>Total</b>                   | <b>£141,976</b>        | <b>£134,229</b> | <b>£(161,660)</b> | <b>£(17,295)</b>              | <b>£97,250</b>           |

Year ended 31 December 2023

|                                | Balance at<br>1.1.2023 | Income          | Expend<br>-iture  | Transfers<br>between<br>funds | Balance at<br>31.12.2023 |
|--------------------------------|------------------------|-----------------|-------------------|-------------------------------|--------------------------|
|                                | £                      | £               | £                 | £                             | £                        |
| Staff costs                    | 11,462                 | 40,276          | (39,998)          | -                             | 11,740                   |
| CMCPSP                         | 53,591                 | 14,943          | (22,941)          | -                             | 45,593                   |
| Communications Project         | 26,580                 | 69,990          | (71,969)          | -                             | 24,601                   |
| Peer Review Project            | 66,466                 | -               | (38,151)          | -                             | 28,315                   |
| DC,DP                          | 31,857                 | 1,187           | (11,057)          | -                             | 21,987                   |
| CAFA website maintenance       | 5,289                  | -               | (1,189)           | -                             | 4,100                    |
| National Cathedrals Conference | 5,494                  | -               | (596)             | -                             | 4,898                    |
| Cathedral Safeguarding         | -                      | 4,375           | (3,633)           | -                             | 742                      |
| <b>Total</b>                   | <b>£200,739</b>        | <b>£130,771</b> | <b>£(189,534)</b> | <b>-</b>                      | <b>£141,976</b>          |

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2024(continued)

Fund balances are represented by cash.

**Staff Costs Fund:** Amounts contributed by cathedrals to the costs of employing the Executive Director.

**Cathedral and Major Church Projects Support Panel Fund (CMCPSP):** Created by donations from the Benefact Trust and Church Commissioners to fund a Panel of expert volunteers, supported by two part-time Co-ordinators, to give advice to cathedrals and major churches on projects to ensure they are well conceived, planned and executed.

**Communications Project Fund:** Amounts contributed by cathedrals to provide communications support to cathedrals and improve their profile externally.

**Peer Review Project Fund:** Established to account for grants from the Church Commissioners to fund peer reviews.

**Discover Cathedrals, Discover Pilgrimage (DC,DP) Fund:** Established in response to grants from the Church Commissioners and Kirby Laing Foundation to fund expenditure to increase the mission and profile of cathedrals in 2020 and subsequent years (originally: 2020 Year of Cathedrals, Year of Pilgrimage).

**CAFA Website Fund:** Funding for AEC staff to provide support to the new CAFA website.

**National Cathedrals Conference Fund:** Established to account for grants and payments received in respect of National Cathedrals Conferences. The next Conference is planned for 2026.

**Cathedral Safeguarding Network Fund:** Set up to account for a grants from funders for an annual Cathedral Safeguarding Network conference.

## 7 ANALYSIS OF UNRESTRICTED FUNDS

### Year ended 31 December 2024

|               | Balance at<br>1.1.2024 | Income | Expend<br>-iture | Transfers<br>between<br>funds | Balance at<br>31.12.2024 |
|---------------|------------------------|--------|------------------|-------------------------------|--------------------------|
|               | £                      | £      | £                | £                             | £                        |
| General funds | 67,171                 | 53,243 | (51,211)         | 17,295                        | 86,498                   |

### Year ended 31 December 2023

|               | Balance at<br>1.1.2023 | Income | Expend<br>-iture | Transfers<br>between<br>funds | Balance at<br>31.12.2023 |
|---------------|------------------------|--------|------------------|-------------------------------|--------------------------|
|               | £                      | £      | £                | £                             | £                        |
| General funds | 50,045                 | 34,799 | (17,673)         | -                             | 67,171                   |

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2024 (continued)

### 8 ANALYSIS OF NET ASSETS BETWEEN FUNDS

| Year ended 31 December 2024   | Unrestricted funds<br>£ | Restricted funds<br>£ | Total funds<br>£ |
|-------------------------------|-------------------------|-----------------------|------------------|
| Current assets                | 88,023                  | 102,563               | 190,586          |
| Creditors due within one year | (1,525)                 | (5,313)               | (6,838)          |
| Total                         | £86,498                 | £97,250               | £183,748         |

| Year ended 31 December 2023   | Unrestricted funds<br>£ | Restricted funds<br>£ | Total funds<br>£ |
|-------------------------------|-------------------------|-----------------------|------------------|
| Current assets                | 68,231                  | 152,049               | 220,280          |
| Creditors due within one year | (1,060)                 | (10,073)              | (11,133)         |
| Total                         | £67,171                 | £141,976              | £209,147         |

### 9 PAID EMPLOYEES

During the year, the Association employed four part-time members of staff (total 1.6 FTE) and reimbursed their expenses totalling £3,964 (2023: four part-time members of staff (total 1.6 FTE), expenses reimbursed: £2,122).

|                    | Year ended<br>31.12.2024<br>£ | Year ended<br>31.12.2023<br>£ |
|--------------------|-------------------------------|-------------------------------|
| Salaries           | 63,176                        | 74,921                        |
| National insurance | 361                           | 189                           |
| Pension costs      | 2,553                         | 2,849                         |
| Total              | £66,090                       | £77,959                       |

No employee received employee benefits of more than £60,000 in either year.

The Association of English Cathedrals participates in the Pension Builder Scheme section of Church Workers' Pension Fund (CWPF) for lay staff. CWPF is administered by the Church of England Pensions Board, which holds the CWPF assets separately from those of the Association and other participating employers.

CWPF has two sections:

1. the Defined Benefits Scheme
2. the Pension Builder Scheme, which has two subsections;
  - a. a deferred annuity section known as Pension Builder Classic, and,
  - b. a cash balance section known as Pension Builder 2014.

The Association participates in the latter section which is classed as a defined benefit scheme.

*Pension Builder 2014* is a cash balance scheme that provides a lump sum which members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. Discretionary bonuses may be added before retirement, depending on investment returns and other factors. The account, plus any bonuses declared is payable, unreduced, from age 65.

## THE ASSOCIATION OF ENGLISH CATHEDRALS

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This is because it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers and means that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are the contributions payable (2024: £2,553, 2023: £2,849).

A valuation of the Pension Builder Scheme is carried out once every three years. The most recent valuation was carried out as at 31 December 2022.

The next valuation is due as at 31 December 2025.

For the Pension Builder 2014 section, the valuation revealed a surplus of £8.5m on the ongoing assumptions used. There is no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, The Association of English Cathedrals could become responsible for paying a share of the failed employer's pension liabilities.

### 10 EXECUTIVE MEMBERS REMUNERATION, BENEFITS AND EXPENSES

No member of the Executive Committee was paid any remuneration or received any other benefits from an employment with the Charity.

Members of the Executive Committee had their travel and subsistence expenses reimbursed but no other payments were made to Executive Committee members (2022, £NIL).

|                                       | Year ended<br>31.12.2024 | Year ended<br>31.12.2023 |
|---------------------------------------|--------------------------|--------------------------|
| No. of members who were paid expenses | 7                        | 6                        |
| Travel and subsistence expenses       | £1,961                   | £964                     |

### 11 GOVERNANCE COSTS

|                                     | Year ended<br>31.12.2024 | Year ended<br>31.12.2023 |
|-------------------------------------|--------------------------|--------------------------|
| Independent examiner's remuneration | 1,525                    | 1,060                    |
| AGM costs                           | 0                        | 2,352                    |
| Total                               | £1,525                   | £3,412                   |

### 12 RELATED PARTY TRANSACTIONS

There were no related party transactions.

# THE ASSOCIATION OF ENGLISH CATHEDRALS

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2024

|                                                  | Year ended<br>31.12.2024<br>£ | Year ended<br>31.12.2023<br>£ |
|--------------------------------------------------|-------------------------------|-------------------------------|
| <b>Income</b>                                    |                               |                               |
| Membership subscriptions                         | 23,500                        | 23,500                        |
| Grants                                           | 13,594                        | 14,943                        |
| Legacies                                         | 3,500                         | -                             |
| Contributions to staff costs                     | 42,515                        | 40,276                        |
| Contributions to Communications Project          | 73,520                        | 69,990                        |
| Survey costs                                     | 5,700                         | -                             |
| Cathedral Safeguarding Day Conference            | 3,467                         | 4,375                         |
| Chapter training courses fees                    | 4,745                         | 4,750                         |
| Cathedral Music Day                              | 6,473                         | -                             |
| Bank interest                                    | 8,825                         | 6,549                         |
| Other income                                     | 1,633                         | 1,187                         |
| <b>Total income</b>                              | <b>187,472</b>                | <b>165,570</b>                |
| <b>Expenditure</b>                               |                               |                               |
| Executive meetings                               | 3,413                         | 2,782                         |
| Working groups                                   | 306                           | -                             |
| Staff costs and expenses                         | 43,486                        | 39,998                        |
| Chapter training courses                         | 6,330                         | 5,933                         |
| Cathedral Music Day                              | 7,460                         | -                             |
| Surveys                                          | 27,685                        | -                             |
| Discover Cathedrals Discover Pilgrimage Project  | 12,412                        | 11,057                        |
| Cathedral & Major Church Projects Support Panel  | 19,325                        | 22,941                        |
| Communications Project                           | 70,525                        | 71,969                        |
| Peer Review Project                              | 11,020                        | 38,151                        |
| National Cathedrals Conference                   | 285                           | 596                           |
| CAFA Website                                     | 750                           | 1,189                         |
| Cathedral Safeguarding Day Conference            | 3,857                         | 3,633                         |
| Subscriptions                                    | 1,132                         | 934                           |
| English cathedrals website                       | 1,260                         | 1,206                         |
| Conferences                                      | 791                           | 884                           |
| Governance                                       | 1,525                         | 3,412                         |
| Insurance                                        | 695                           | 638                           |
| Other                                            | 614                           | 1,884                         |
| <b>Total expenditure</b>                         | <b>212,871</b>                | <b>207,207</b>                |
| <b>Operating (deficit)/ surplus for the year</b> | <b><u>(£25,399)</u></b>       | <b><u>(£41,637)</u></b>       |

*This Income and Expenditure Account is included in the Financial Statements in compliance with the Companies Act 2006.*