



# **CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION**

## **REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 DECEMBER 2021**

**Company number: 8093298  
Charity Registration: 1151212**

**Registered Office:  
8 Kingswood Drive  
London SE19 1UR**

# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

Contents	Page
Report of the Executive Committee/Trustees	2-6
Report of the Independent Examiner	7
Statement of Financial Activities	8
Income and Expenditure Account	9
Balance Sheet	10
Statement of Cash Flows	11
Notes to the Financial Statements	12

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

The Trustees have pleasure in presenting their report and the financial statements of the Association for the year ended 31 December 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Acts purposes.

The financial statements comply with the Companies Act 2006, the Charities Act 2011 and the Statement of Recommended Practice "Accounting and Reporting by Charities" (Charities SORP (FRS 102)).

### Reference and administrative information

#### *Principal address*

The principal address of the Association is:

8 Kingswood Drive  
London  
SE19 1UR

#### *Trustees*

The names of the persons who were Trustees (the members of the Executive Committee) at any time during the year ended 31 December 2021 were as follows:

Ms Jan Armitage - Peterborough Cathedral  
Ms Kathryn Blacker, York Minster  
Mr David Coulthard, Chichester Cathedral - *Chairman*  
Ms Emma Davies, St Paul's Cathedral  
Mr Tim Fleming - St Albans Cathedral  
Mr Ian Gee, Chester Cathedral - *Treasurer, until 21 September 2021*  
Mrs Fran Joel, Sheffield Cathedral - *until 31 August 2021*  
Mr Anthony O'Connor, Manchester Cathedral  
Mrs Anna Pitt, Birmingham Cathedral  
Mrs Caroline Robinson, Chelmsford Cathedral - *Treasurer, from 21 September 2021*  
Ms Julie Wood, Canterbury Cathedral

#### *Principal advisors*

##### *Bankers*

Barclays Bank Ltd  
30 St Werburgh Street  
Chester  
CH1 2DY

##### *Independent Examiner*

Andrew N Copp  
Close Taxation & Accounting LLP  
Harrington House  
Old Mill Close  
Aythorpe Roding  
Dunmow  
CM6 1AN

### Structure, governance and management

The Cathedrals Administration and Finance Association was established as an unincorporated association. The company limited by guarantee, number 8093298, was incorporated on 1 June 2012 and became a registered charity on 13 March 2013. The assets of the unincorporated Association were transferred to the company on 1 January 2013. The Association is governed by its Articles of Association as adopted on 11 September 2012 and amended on 19 September 2018.

The Trustees of the Cathedrals Administration and Finance Association (who are also known as the Executive Committee members) are also the company directors. The Trustee Board

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

manages the Association and exercises all the powers of the charity in accordance with the Memorandum and Articles of Association.

The members of the Association are the administrative bodies of the 42 English Anglican Cathedrals. Westminster Abbey, St George's Chapel, Windsor, Christ Church Cathedral Dublin, St Patrick's Cathedral, Dublin, St German's Cathedral, Isle of Man, and St David's Cathedral, Wales, are associate members. The members elect the Executive Committee / Board of Trustees.

### ***Risk management***

The Trustees have considered the risks which the Association may face. They are satisfied that financial risks are mitigated by holding sufficient reserves to cover any conference costs not met by fees. They consider the risk to reputation is slight and that adequate procedures, appropriate to the size of the Association, are in place to lessen the effect of such risks.

### **Objects and activities**

The object of the Cathedrals' Administration and Finance Association 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 denomination by:

- 1) supporting the English Anglican cathedrals (the members of the Charity) and the associate members in their work of advancing the Christian religion by considering, debating and making recommendations on any matters affecting the administration or financial arrangements of cathedrals;
- 2) working with the Association of English Cathedrals (AEC) and assisting it in fulfilling its charitable objects;
- 3) working with the National Church Institutions and other parts of the Church of England in furthering the mission and work of cathedrals, in particular, advising the Church Commissioners on accounting regulations for cathedrals;
- 4) working with the Churches' Legislation Advisory Service and other appropriate ecumenical bodies in furthering the mission and work of cathedrals;
- 5) working with the Government and its agencies to represent the interests of cathedrals on matters relating to cathedral administration and finance to assist cathedrals in fulfilling their mission and work;
- 6) debating and proposing policies and other matters affecting cathedrals' administration and finance, including their role in advancing education, community development, arts, culture, and heritage; and environmental protection and improvement;
- 7) encouraging the development and sharing of best practice between cathedrals.

The Trustees consider that all activities undertaken have been for the public benefit, and that they have paid due regard to guidance from the Charity Commission in determining what work is done.

### **Executive Committee / Board of Trustees**

David Coulthard is Chairman and, ex officio, a member of the AEC Executive Committee. Kathryn Blacker and Anna Pitt are designated as Deputy Chairmen. Emma Davies is the second CAFA representative member of the AEC Executive Committee. Kathryn Blacker is a member of the Bishops and Cathedrals Committee of the Church Commissioners. Caroline Robinson returned as CAFA Treasurer when Ian Gee stood down at the September 2020 AGM. Fran Joel also stood down at the AGM. Anna Pitt was re-elected. One vacancy was not filled.

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

### Achievements and performance

The Cathedrals Measure 2021 received Royal Assent in April 2021. The CAFA Trustees provided substantial input to the Cathedrals Working Group and contributed to refinements to the Measure.

The Executive Committee / Trustees met on Zoom four times during the year. The focus of these meetings was largely on supporting cathedrals and organising the 2021 CAFA Conference. An Annual General Meeting attended by representatives from members was held in September during the Residential Conference.

The Annual Conference was held in September in London, based at the Union Jack Club with business sessions at St Paul's Cathedral and Lambeth Palace, and a visit to Westminster Abbey. Its theme was *Sustainable Futures: Resilient Leaders*. It was attended by 71 delegates.

Sarah King (Executive Director, AEC) continued to host weekly / bi-weekly Zoom meetings for COOs to share experience and advice, particularly in relation to Covid-19 regulations and guidance. The CAFA buddying scheme which matches incoming COOs and CFOs with more experienced mentors from within the network is progressing well.

David Coulthard and Kathryn Blacker were invited by the Chair of the College of Deans to give a presentation at the College's Conference, leading a session on how Deans and Cathedral Administrators can work most effectively together. This was greatly appreciated by the Deans and has led to improved mutual understanding.

The CAFA website - <http://cathedralcafa.org/> - was launched in Spring 2021. This is an important new resource for those working in cathedrals. Its primary purpose is to host and share good examples of documents, policies, resources and guidance to improve governance and share best practice across the sector. The Trustees are grateful to Anthony O'Connor, Sarah King and Moira Dean (AEC) for their work to develop the site alongside David Richards of Glue Ltd.

Every English cathedral is grateful to Sarah King, and to Michael Minta and other representatives of the Church Commissioners, for the time and support they provide to CAFA and its members. This has been particularly welcome during the Covid-19 pandemic.

### Financial review

#### *Results of the year*

The Annual Conference made a surplus because of generous sponsorship and the reduced rate of VAT on accommodation costs. Five conference bursaries totalling £1,500 were awarded. Governance costs were low once again because only the meeting with the Deans was held in person. AGM costs were absorbed by the Annual Conference. There was an overall surplus of £10,200. The subscription was kept at £120 per member and associate member. Part of the surplus is being used to give ten bursaries for COOs to attend the National Cathedrals Conference in May 2022, in furtherance of the Charity's mission to support COOs. Four subscriptions relating to 2020 (£480) were received after the completion of the 2020 Accounts and are included with subscriptions for 2021.

#### *Reserve Policy*

The Trustees aim to maintain a reserve equivalent to six months expenditure for cash flow purposes. Given the nature of the Association's activities, they do not consider a larger reserve is required.

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

### *Level of reserves*

At the year end, there are sufficient reserves to meet normal annual expenditure. There will not be a residential conference in 2022 because a National Cathedrals Conference has been organised by the AEC, and the Church Commissioners are holding a residential training event in November. The CAFA AGM will be attached to the latter event as all COOs and CFOs will be expected to attend. Most Executive Committee meetings will continue to be held by Zoom with only one planned to be in person. This will keep governance costs low and enable funds to be used to support more charitable purposes.

### *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.

### **Plans for future periods**

The Trustees will continue to support lay staff through the addition of material to the website; information exchange through Zoom meetings and WhatsApp groups for those with roles in common; expansion of the buddy scheme; and, as a conduit for the Church Commissioners, particularly in relation to the implementation of the Cathedrals Measure 2021.

### *Going concern*

The Executive Committee expects the Association 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**

The charity trustees, who are also directors of the Cathedrals Administration and Finance Association 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).

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Association will continue.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and which enable them to ensure that the Financial Statements comply with the Companies Act 2006, the Charities Act 2011 and the provisions of the Articles of Association. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

### Disclosure of information to the Independent Examiner

To the knowledge and belief of the Trustees (the Executive Committee), there is no relevant information of which the charitable company's Independent Examiner is not aware, and it has taken all necessary care to ensure and establish that the Independent Examiner is aware of any relevant information.

For and on behalf of the members of the Board of Trustees / Executive Committee



Mr David Coulthard, Chairman  
16 June 2022



# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## REPORT OF THE INDEPENDENT EXAMINER TO THE MEMBERS OF THE EXECUTIVE COMMITTEE OF THE CATHEDRALS' ADMINISTRATION AND FINANCE ASSOCIATION

I report on the accounts of the Association for the year ended 31 December 2021, which are set out on pages 8 to 12.

### Respective responsibilities of members of the Trustee Board / Executive Committee and examiner

The members of the Executive Committee as trustees (and who are also directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking an explanation from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view', and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements; to keep accounting records in accordance with section 386 of the Companies Act 2006; and to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Andrew N Copp  
Close Taxation & Accounting LLP  
Harrington House  
Old Mill Close  
Aythorpe Roding  
Dunmow  
CM6 1AN



16 June 2022



# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2021

	2021		2020	
	£	£	£	£
<b>Income from:</b>				
Donations		12,740		4,800
Subscriptions	6,240		4,800	
Residential conference sponsorship	6,500		-	
Charitable activities		20,112		-
Residential conference fees	20,112		-	
Investments		1		6
<b>Total income</b>		<b>32,853</b>		<b>4,806</b>
<b>Expenditure on:</b>				
Charitable activities		(22,634)		(783)
Residential conference	(21,951)		-	
Meeting expenses	(84)		(770)	
Other	(599)		(13)	
<b>Total expenditure</b>		<b>(22,634)</b>		<b>(783)</b>
<b>Net incoming/(outgoing) resources for the year</b>		<b>10,219</b>		<b>4,023</b>
Fund balances brought forward		13,444		9,421
<b>Fund balances carried forward</b>		<b>23,663</b>		<b>13,444</b>

# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
<b>Income</b>		
Subscriptions	6,240	4,800
Residential conference fees	20,562	-
Residential conference sponsorship	6,500	-
Bank interest	1	6
	<u>33,303</u>	<u>4,806</u>
<b>Expenditure</b>		
Residential conference	(21,951)	-
Refunds	(450)	-
Governance costs	(683)	(783)
	<u>(23,084)</u>	<u>(783)</u>
<b>Operating deficit / surplus for the year</b>	<u><u>10,219</u></u>	<u><u>4,023</u></u>

This Income and Expenditure Account is included in the Financial Statements in compliance with the Companies Act 1985.

# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## BALANCE SHEET AS AT 31 DECEMBER 2021

	2021 £	2020 £
<b>Current assets</b>		
Debtors	-	600
Cash at bank	26,765	12,844
	<u>26,765</u>	<u>13,444</u>
<b>Current liabilities</b>		
Creditors	<u>(3,102)</u>	<u>-</u>
<b>Net current assets</b>	<u>23,663</u>	<u>13,444</u>
<b>Funds</b>		
Unrestricted funds	23,663	13,444
Restricted funds	-	-
<b>Total funds</b>	<u>23,663</u>	<u>13,444</u>


The company is entitled to exemption from audit under Section 477 (2) of the Companies Act 2006 for the year ended 31 December 2021.

The trustees have not required the charitable company to obtain an audit of its financial statements for the year ended 31 December 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for:

- ensuring the company keeps accounting records which comply with Section 386 of the Companies Act 2006 and;
- preparing financial statements which give a true and fair view of the state of affairs of the company at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Section 393 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

Approved by the Executive Committee / Board of Trustees on 16 June 2022 and signed on its behalf by:



Mr David Coulthard  
Chairman

# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Cash receipts	33,902	4,283
Cash payments	(19,982)	(903)
Net cash provided by / (used in) operating activities	13,920	3,380
<b>Cash flows from investing activities</b>		
Interest	<u>1</u>	<u>6</u>
Net cash provided by / (used in) investing activities	<u>1</u>	<u>6</u>
<b>Change in cash and cash equivalents in the reporting period</b>		
Cash and cash equivalents at the beginning of the reporting period	12,844	9,458
Cash and cash equivalents at the end of the reporting period	<u><u>26,765</u></u>	<u><u>12,844</u></u>
<b>Reconciliation of net income / (expenditure) to net cash flow from operating activities</b>		
Net income / (expenditure) for the reporting period (as per the SOFA)	10,219	4,023
Adjustments for:		
Interest	(1)	(6)
(Increase) / decrease in debtors and prepayments	600	(517)
Increase / (decrease) in creditors	3,102	(120)
Net cash provided by / (used in) operating activities	<u><u>13,920</u></u>	<u><u>3,380</u></u>
<b>Analysis of cash and cash equivalents</b>		
Cash at bank	26,765	12,844
Total cash and cash equivalents	<u><u>26,765</u></u>	<u><u>12,844</u></u>

# THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 1 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.

#### 2 ACCOUNTING POLICIES

##### Accounting convention

The Financial Statements are prepared under the historical cost convention. The format of the Financial Statements accords with the Statement of Recommended Practice, Accounting and Reporting by Charities (Charities SORP (FRS102)), the Charities Act 2011 and with applicable accounting standards.

##### 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.

##### Expenditure and liabilities

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

#### 3 DEBTORS

	2021	2020
	£	£
Subscriptions	-	600
<b>Total</b>	<b>-</b>	<b>600</b>

#### 4 CREDITORS

	2021	2020
	£	£
Residential conference catering	3,102	-
<b>Total</b>	<b>3,102</b>	<b>-</b>

#### 5 TRUSTEES / EXECUTIVE MEMBERS REMUNERATION, BENEFITS AND EXPENSES

Members of the Board of Trustees / Executive Committee had their travel and incidental expenses reimbursed but received no other payments.

	2021	2020
Number of members who were paid expenses	2	6
Travel and incidental expenses	£270	£770

#### 6 PAID EMPLOYEES

The Association has no paid employees.

#### 7 RELATED PARTY TRANSACTIONS

There were no related party transactions.