



CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2024

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

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

THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

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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 2024 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:

116 Station Road
Sutton Coldfield
B73 5LD

Trustees

The names of the persons who were Trustees (the members of the Executive Committee) at any time during the year ended 31 December 2024 were as follows:

Mr Richard Abraham - Portsmouth Cathedral - *until 20th January 2025*
Ms Jan Armitage - Peterborough Cathedral
Ms Alison Evans, Winchester Cathedral
Mr Tim Fleming, St Albans Cathedral, *Vice Chairman, until 6 June 2024*
Mrs Anne Groves, Ripon Cathedral - *Treasurer from 10th September 2024*
Ms Justine Horsman -Sewell, Chelmsford Cathedral - *from 20th January 2025*
Mrs Emily MacKenzie, St Paul's Cathedral, *Chairman*
Ms Edith McColgan, Carlisle Cathedral - *from 10th September 2024*
Mrs Jackie Molnar, Salisbury Cathedral - *from 10th September 2024*
Mr Anthony O'Connor, Manchester Cathedral
Mrs Anna Pitt, Birmingham Cathedral - *Vice Chairman*
Mrs Caroline Robinson, Chelmsford Cathedral - *Treasurer -until 10th September 2024*
Mr Nigel Spraggins, Southwell Cathedral - *until 6 June 2024*
Ms Kate Sussams, Newcastle Cathedral - *from 10th September 2024*

Principal advisors

Bankers

The Cooperative Bank
PO Box 250
Skelmersdale
WN8 6WT

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

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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. The members elect the Executive Committee / Board of Trustees.

Westminster Abbey; St George's Chapel, Windsor; St Patrick's Cathedral, and Christ Church Cathedral, Dublin; St German's Cathedral, Isle of Man; and Newport Cathedral, Wales; are associate members. Two further Cathedrals, Llandaff and Glasgow, joined as associate members during 2024.

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;
- 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

At the Annual Meeting on 10 September at Chester Cathedral, Richard Abraham and Anna Pitt were re-elected as directors. Edith McColgan, Jackie Molnar and Kate Sussams Chief Operating Officer's in the northern province were all elected as directors. Tim Fleming and Nigel Spraggins resigned from the board in June 2024 on their departure from their respective cathedrals.

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Achievements and performance

CAFA will: Share and celebrate good practice;
Provide a mentoring and support network for cathedral lay staff;
Create a safe space for challenge and fellowship;
Represent and advocate for the collective voice of cathedral administration.

CAFA recognises that the roles of Chief Officers is wonderful and demanding in equal measure, and we seek to support them in various ways, including:

- Representation on the AEC and Bishops and Cathedrals Committee, safeguarding and other ad hoc working groups, this year including National Cathedrals Conference.
- An excellent CAFA website with resources and information, such as policies, role descriptions, national guidance and a library of slide and notes from conferences.
- A monthly Zoom call for COOs, where questions and issues are raised and discussed.
- Active WhatsApp groups for sharing news, information and support.
- CAFA Executive presence and input at training sessions led by the NCIs.

In addition CAFA holds an annual conference for learning, support and fellowship. The 2024 CAFA Conference, entitled '*New Horizons: Exploring our Potential*' took place in September, ably hosted by Chester Cathedral. With over 90 attendees, the conference included sessions on leadership and emotional intelligence, with novel research by IPSOS on the relationship between Deans and COOs, plus case-studies from a range of cathedrals and heritage attractions and practical sessions on topics such as impact reporting, brand and marketing and VAT. Dr Eve Poole provided a keynote speech on 'Leading through Change'.

The trustee body of CAFA, met four times over the last 12 months attended by representatives from the NCIs and AEC and held its AGM at the CAFA Conference in September.

The CAFA Executive records its thanks to Sarah King of the AEC, and now to Anna Pitt in her new role as Executive Director of AEC, along with representatives of NCIs for the time and support they have provided to CAFA and its membership throughout the year.

Financial review

Results of the year

There was a surplus in the year. The increase in the rate of subscriptions from the previous year covered the cost of one year's hosting of the website. Due to the cross over in the Treasurer's position the invoices were sent out late for the 2024 Subscriptions and are shown as a debtor in the accounts at 31 December 2024. Meeting expenses were similar to the previous year. Four bursaries were awarded to enable COOs to attend the CAFA Conference.

The CAFA Conference in September made a small profit which was helped by the sponsorship received from three organisations.

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.

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Level of reserves

At the year end, there are sufficient reserves to meet normal annual expenditure.

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.

In 2025 CAFA will continue its commitment to provide a support network, resources and best practice for members. The CAFA Conference for 2025 takes place in September at Peterborough under the title: '*Hearts for Mission, Minds for Money*' and will include sessions on leadership and operational transformation, plus a range of practical seminars on topics such as AI, fundraising and accountancy.

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.

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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

A handwritten signature in black ink, appearing to read 'Emily MacKenzie', written in a cursive style.

Mrs Emily MacKenzie, Chairman
23 September 2025

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 2024, 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

23 September 2025

THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2024

	2024		2023	
	£	£	£	£
Income from:				
Donations		22,000		24,500
Subscriptions	14,400		14,700	
Residential conference sponsorship	7,600		9,800	
Charitable activities		32,225		27,925
Residential conference fees	31,265		27,925	
Development Forum conference	960			
Investments		397		134
Total income		54,622		52,559
Expenditure on:				
Charitable activities		(41,964)		(44,204)
Residential conference	(32,331)		(36,714)	
National conference bursaries	(1,980)		-	
Meeting expenses	(1,296)		(1,244)	
CAFA Development Forum event	(224)		-	
Other	(6,133)		(6,246)	
Total expenditure		(41,964)		(44,204)
Net incoming/(outgoing) resources for the year		12,658		8,355
Fund balances brought forward		31,052		22,697
Fund balances carried forward		43,710		31,052

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BALANCE SHEET AS AT 31 DECEMBER 2024

	2024 £	2023 £
Current assets		
Debtors	14,400	2,100
Cash at bank	<u>29,310</u>	<u>29,232</u>
	43,710	31,332
Current liabilities		
Creditors	<u>-</u>	<u>(280)</u>
Net current assets	<u>43,710</u>	<u>31,052</u>
Funds		
Unrestricted funds	43,710	31,052
Restricted funds	<u>-</u>	<u>-</u>
Total funds	<u>43,710</u>	<u>31,052</u>

The company is entitled to exemption from audit under Section 477 (2) of the Companies Act 2006 for the year ended 31 December 2024.

The trustees have not required the charitable company to obtain an audit of its financial statements for the year ended 31 December 2024 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 23 September 2025 and signed on its behalf by:



Mrs Emily MacKenzie
Chairman

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STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 £	2023 £
Cash flows from operating activities		
Cash receipts	42,855	51,860
Cash payments	(43,174)	(45,339)
Net cash provided by / (used in) operating activities	(319)	6,521
Cash flows from investing activities		
Interest	397	134
Net cash provided by / (used in) investing activities	397	134
Change in cash and cash equivalents in the reporting period		
Cash and cash equivalents at the beginning of the reporting period	29,232	22,577
Cash and cash equivalents at the end of the reporting period	29,310	29,232
Reconciliation of net income / (expenditure) to net cash flow from operating activities		
Net income / (expenditure) for the reporting period (as per the SOFA)	12,658	8,355
Adjustments for:		
Interest	(397)	(134)
(Increase) / decrease in debtors and prepayments	(12,300)	(1,980)
Increase / (decrease) in creditors	(280)	280
Net cash provided by / (used in) operating activities	(319)	6,521
Analysis of cash and cash equivalents		
Cash at bank	29,310	29,232
Total cash and cash equivalents	29,310	29,232

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NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2024

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	2024	2023
	£	£
Subscriptions	14,400	2,100
Total	<u>14,400</u>	<u>2,100</u>
4 CREDITORS	2024	2023
	£	£
Prepayment of day conference fees	-	280
Total	<u>-</u>	<u>280</u>

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.

	2024	2023
Number of members who were paid expenses	8	8
Travel and incidental expenses	£1,296	£1,244

6 PAID EMPLOYEES

The Association has no paid employees.

7 INDEPENDENT EXAMINATION FEE

A fee of £350 was paid for the examination of the Annual Report and Accounts for the year ending 31 December 2024.

8 RELATED PARTY TRANSACTIONS

There were no related party transactions.

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INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 £	2023 £
Income		
Subscriptions	14,400	14,700
Residential conference fees	32,195	29,000
Residential conference sponsorship	7,600	9,800
Development Forum conference	960	
Bank interest	397	134
	<u>55,552</u>	<u>53,634</u>
Expenditure		
Residential conference	(32,331)	(36,714)
Refunds	(930)	(950)
Bursaries	(1,980)	(125)
Development Forum conference	(224)	-
Governance costs	(7,429)	(7,490)
	<u>(42,894)</u>	<u>(45,279)</u>
Operating deficit / surplus for the year	<u><u>12,658</u></u>	<u><u>8,355</u></u>

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

