


# CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

## REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED

## 31 DECEMBER 2025

Company number: 8093298
Charity Registration: 1151212

Registered Office:
116 Station Road
Sutton Coldfield
B73 5LD

**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 |
| Balance Sheet | 9 |
| Statement of Cash Flows | 10 |
| Notes to the Financial Statements | 11 |
| Income and Expenditure Account | 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 2025 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 2025 were as follows:

Mrs Emily MacKenzie, St Paul's Cathedral, *Chairman - re-elected 23rd September 2025*
Mr Richard Abraham - Portsmouth Cathedral - *until 20th January 2025*
Ms Jan Armitage - Peterborough Cathedral - *until 31st December 2025*
Mr George Carter, Durham Cathedral -*from 23rd September 2025*
Ms Alison Evans, Winchester Cathedral - *re-elected 23rd September 2025*
Mrs Anne Groves, Ripon Cathedral - *Treasurer*
Ms Justine Horsman -Sewell, Chelmsford Cathedral - *from 20th January 2025*
Ms Edith McColgan, Carlisle Cathedral
Mrs Jackie Molnar, Salisbury Cathedral
Mr Stephen Packham, Lichfield Cathedral - *from 23rd September 2025*
Mr Anthony O'Connor, Manchester Cathedral - *re-elected 23rd September 2025*
Mrs Anna Pitt, Birmingham Cathedral - *Vice Chairman - until 31 January 2025*
Ms Kate Sussams, Newcastle Cathedral - *until 31st August 2026*

***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 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 and Llandaff Cathedrals Wales; and Glasgow Cathedral Scotland ; are associate members.

***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 23 September 2025 at Peterborough Cathedral, Stephen Packham and Justine Horseman-Sewell were elected as Directors. Emily MacKenzie, Alison Evans and Anthony O'Connor were re-elected as directors. During the year Richard Abraham (20th January 2025), Anna Pitt (31st January 2025) and Jan Armitage (31st December 2025) resigned from the board following their departure from their respective cathedrals.

**Achievements and performance**

Working and ministering as a Chief Officer in a Cathedral is a huge privilege, but to do the job well, support and training is required. In 2025 CAFA continued to provide peer-to-peer support to its members via a resource-packed website, monthly Zoom meetings, and

WhatsApp groups, and through localised buddying and support. The Executive also worked with the Association of English Cathedrals (AEC) and National Church Institutions (NCIs) to provide wider support to the sector. This included contributing to the Theos, BDO and State of Life research and supporting the 2026 National Cathedrals Conference, along with representation on safeguarding and training workstreams.

The Annual CAFA Conference provides dedicated time for Chief Officers to learn, explore and enjoy fellowship with colleagues. The September 2025 Conference, hosted ably by Peterborough Cathedral, delivered content under the heading: '*Hearts for Mission, Minds for Money*'. Nearly 100 attendees learnt about leadership and operational transformation, including hearing how heritage attractions such as the Historic Royal Palaces and Mary Rose overcame challenges whilst enhancing their mission and income. In addition, a range of practical seminars were held on topics such as AI, fundraising, cyber, PR and accountancy, enabling members to choose the input which helped them best in their own context.

All English Cathedrals are members of CAFA with a number of associate members from cathedrals in the other nations of the UK. The trustee body of CAFA met four times over the last 12 months attended by representatives from the AEC and NCIs and held its AGM at the CAFA Conference in September.

The CAFA Executive records its thanks to Anna Pitt as AEC Executive Director and Susan Chapman, AEC Administration Officer, 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*

The year ended with a modest surplus. Income increased by £15,162 compared with the previous year, supported by a very successful attendance at the 2025 Peterborough Conference and additional sponsorship from four organisations. Expenditure was £26,288 higher than the previous year, of which £19,000 related to conference costs. Bursaries given during the year increased from £1,980 (2024) to £3,623, enabling six cathedrals to attend the annual conference. Other expenditure included a contribution to the AEC for work on the IPSOS Karian and Box survey at a cost of £5,700, which examined working relationships between Deans and Chief Operating Officers.

*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.

*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

In 2026 the Trustees will continue their commitment to provide a support network, resources and best practice for members. In addition, the CAFA Executive will support the AEC on the

content and organisation of the National Cathedrals Conference scheduled for Bristol in May 2026. This conference, which takes place every 4 years and provides a chance for senior executive officers and Chapter members from all cathedrals to join together, will replace the CAFA Conference in 2026, with the next one scheduled to take place in 2027.

At the start of 2026 the CAFA Executive, initiated an exercise to refresh its vision and strategy. Members and stakeholders were engaged to assist the Executive in discerning how best CAFA can support its members, and how it can support the AEC and NCIs to sustain the wider sector. A meeting was held with members at the National Cathedrals Conference in May, to further consult on future direction and plans will be shared at an AGM.

*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.

**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



**Mrs Emily MacKenzie, Chairman**
**15th September 2026**

## 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 2025, 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 section396 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**

**15th September 2026**

## STATEMENT OF FINANCIAL ACTIVITIES
## FOR THE YEAR ENDED 31 DECEMBER 2025

| | 2025 | | 2024 | |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Income from:** | | | | |
| Donations | | 23,708 | | 22,000 |
| Subscriptions | 13,508 | | 14,400 | |
| Residential conference sponsorship | 10,200 | | 7,600 | |
| Charitable activities | | 45,763 | | 32,225 |
| Residential conference fees | 45,763 | | 31,265 | |
| Development Forum conference | - | | 960 | |
| Investments | | 313 | | 397 |
| **Total income** | | **69,784** | | **54,622** |
| **Expenditure on:** | | | | |
| Charitable activities | | (68,252) | | (41,964) |
| Residential conference | (51,463) | | (32,331) | |
| National conference bursaries | (3,623) | | (1,980) | |
| Meeting expenses | (719) | | (1,296) | |
| CAFA Development Forum event | - | | (224) | |
| Other | (12,447) | | (6,133) | |
| **Total expenditure** | | **(68,252)** | | **(41,964)** |
| **Net incoming/(outgoing) resources for the year** | | **1,532** | | **12,658** |
| Fund balances brought forward | | 43,710 | | 31,052 |
| **Fund balances carried forward** | | **45,242** | | **43,710** |

## BALANCE SHEET
## AS AT 31 DECEMBER 2025

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| **Current assets** | | |
| Debtors | 8,100 | 14,400 |
| Cash at bank | 37,142 | 29,310 |
| | 45,242 | 43,710 |
| **Current liabilities** | | |
| Creditors | - | - |
| Net current assets | 45,242 | 43,710 |
| **Funds** | | |
| Unrestricted funds | 45,242 | 43,710 |
| Restricted funds | - | - |
| Total funds | 45,242 | 43,710 |

The company is entitled to exemption from audit under Section 477 (2) of the Companies Act 2006 for the year ended 31 December 2025.

The trustees have not required the charitable company to obtain an audit of its financial statements for the year ended 31 December 2025 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 15th September 2026 and signed on its behalf by:

**Mrs Emily MacKenzie**
**Chairman**

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

### STATEMENT OF CASH FLOWS
### FOR THE YEAR ENDED 31 DECEMBER 2025

| | 2025<br>£ | 2024<br>£ |
|---|---|---|
| **Cash flows from operating activities** | | |
| Cash receipts | 75,771 | 42,855 |
| Cash payments | (68,252) | (43,174) |
| Net cash provided by / (used in) operating activities | 7,519 | (319) |
| **Cash flows from investing activities** | | |
| Interest | 313 | 397 |
| Net cash provided by / (used in) investing activities | 313 | 397 |
| **Change in cash and cash equivalents in the reporting period** | | |
| Cash and cash equivalents at the beginning of the reporting period | 29,310 | 29,232 |
| **Cash and cash equivalents at the end of the reporting period** | 37,142 | 29,310 |

**Reconciliation of net income / (expenditure) to net cash flow from operating activities**

| | | |
|---|---|---|
| Net income / (expenditure) for the reporting period (as per the SOFA) | 1,532 | 12,658 |
| Adjustments for: | | |
| Interest | (313) | (397) |
| (Increase) / decrease in debtors and prepayments | 6,300 | (12,300) |
| Increase / (decrease) in creditors | - | (280) |
| **Net cash provided by / (used in) operating activities** | 7,519 | (319) |

**Analysis of cash and cash equivalents**

| | | |
|---|---|---|
| Cash at bank | 37,142 | 29,310 |
| **Total cash and cash equivalents** | 37,142 | 29,310 |

## NOTES TO THE ACCOUNTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 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

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Subscriptions | - | 14,400 |
| **Total** | - | 14,400 |

### 4 CREDITORS

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Prepayment of day conference fees | - | - |
| **Total** | - | - |

### 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.

| | 2025 | 2024 |
|---|---|---|
| Number of members who were paid expenses | 6 | 8 |
| Travel and incidental expenses | £720 | £1,296 |

### 6 PAID EMPLOYEES

The Association has no paid employees.

### 7 INDEPENDENT EXAMINATION FEE

A fee of £500 was paid for the examination of the Annual Report and Accounts for the year ending 31 December 2025.

### 8 RELATED PARTY TRANSACTIONS

There were no related party transactions.

## THE CATHEDRALS ADMINISTRATION AND FINANCE ASSOCIATION

### INCOME AND EXPENDITURE ACCOUNT
### FOR THE YEAR ENDED 31 DECEMBER 2025

| | 2025<br>£ | 2024<br>£ |
|---|---|---|
| **Income** | | |
| Subscriptions | 13,508 | 14,400 |
| Residential conference fees | 45,763 | 32,195 |
| Residential conference sponsorship | 10,200 | 7,600 |
| Development Forum conference | - | 960 |
| Bank interest | 313 | 397 |
| | **69,784** | **55,552** |
| **Expenditure** | | |
| Residential conference | (51,463) | (32,331) |
| Refunds | - | (930) |
| Bursaries | (3,623) | (1,980) |
| Development Forum conference | - | (224) |
| Governance costs | (13,166) | (7,429) |
| | **(68,252)** | **(42,894)** |
| **Operating deficit / surplus for the year** | **1,532** | **12,658** |

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