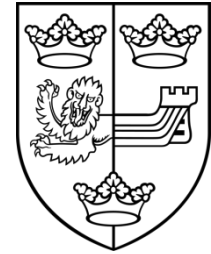


St Edmundsbury Cathedral



CHAPTER MINUTES

Minutes of the 194th Chapter Meeting
Chapter Room
Wednesday 9 October 2019 at 10:30 am

Present: The Very Revd Joe Hawes (Chair)
Canon Tim Allen (TA)
Sarah-Jane Allison (SJA)
The Revd Canon Philip Banks (PB)
The Venerable Sally Gaze (SG)
Dominic Holmes (DH)
Mrs Barbara Pycraft (BP)
Elizabeth Steele (ES)
The Revd Canon Matthew Vernon

In Attendance: Anna Elliss (AE) (Minute taker)
Michael Batty (MB) (Greene & Greene)
Rachel Clover (RC) (Head Verger)
Karen Galloway (KG) (Diocesan Safeguarding Adviser)
The Revd Sarah Geileskey (SGY) (Cathedral Curate)
Erin Seligman (ESG) (Deans PA)
Michael Shallow (MS) (Chair of Finance Committee)
Christine Stokes (CS) (Fundraising Consultant)

1. Prayers and Welcome

The Dean opened the meeting with a prayer. He welcomed the various visitors to the meeting and Erin, the new Dean's PA.

2. Apologies for Absence

Stewart Alderman
The Revd Canon Charles Jenkin

3. Conflicts of Interest

None reported.

4. Notification of AOB

- The Old School Fund
- Deputy Wardens

5. Correspondence

None received.

6. The Dean

a) Review Chapter's role

- The Dean noted concern that the Chapter could grow increasingly concerned with detail and operational matters as opposed to visionary and strategic matters. He noted the importance of non-executive members holding the executive members to account, and consideration of how

these members work together. Chapter has a limited amount of time and energy and that this could become dissipated from vision and strategy if there is too much focus on detail.

- He agreed that Chapter should be kept well informed, and sometimes operational detail is necessary to achieve this, but that a higher level of scrutiny on a visionary/strategic level needs to be maintained.
- ES noted that this can be difficult when roles overlap – for example, wardens need to be aware of operational matters and it can be difficult to separate this from the visionary and strategic role of Chapter.
- JH suggested steering meetings more strongly as Chair, and moving discussion away from operational matters if it turns in this direction.
- MV suggested it should be a collective responsibility, for everyone to be aware of whether the discussion is becoming too concerned with detailed operational matters.
- The issue of notes from the Management Team meeting was also raised. It was suggested that, being operational, Chapter should not need to see these, and should trust the Management Team to know when matters need to be referred to Chapter. It was also noted that these notes will not be made on occasions when SGY is not present so this would not always be possible.
- It was suggested that Management Team could be listed as a standing agenda item, to give a convenient space for the team to raise issues they have found. It was however felt that the Management Team already bring matters of importance to Chapter meetings.
- TA noted that the lack of strategic focus on Chapter Agendas makes this more difficult. **It was agreed** that greater consideration should be given to the construction of strategic agendas.

b) Dean's Report

The Dean updated Chapter on various areas including:

- **Festival of Lights:** Marketing has begun and tickets so far are selling well. Handelsbanken plan to buy tickets, and it was marketed to other local businesses at the tourism fair on 10th October. TA raised the issue of the Greene King takeover. JH noted that previous attempts to reach out to them have been unsuccessful. MV noted that they are involved in 2020 celebrations and it was suggested that targeting lower down in the organisation may be more successful.
- **Quotes for the en suite bathroom in the Deanery West Wing: Chapter agreed** to the quote provided.
- **Youth:** SGY noted there is no change in the current position and she is still doing her research, and working with the Diocese to ensure consistency. Kim Judge has been organising schools visit and engagement has been good, with interest from some community primary schools as well as church schools. JH also told Chapter about the Inspired Classrooms project, which aims to teach all aspects of the curriculum, not just RE, in a whole day out at the Cathedral.
- **2020 & Ecumenical Involvement:** Bishop Alan Hopes, Roman Catholic Bishop of East Anglia, is working closely with Bishop Martin to deliver jointly on the Benedictine weekend. JH is hoping to appoint some Ecumenical Canons at the Cathedral.
- **Music Review:** the group is moving ahead with direction for a girls' top line, and the possibility of paid Lay Clerks. See 11.b), Music Update, for more information.
- **Canon Theologian:** The Revd Michael Robinson has been appointed as Canon Theologian to a government minister in the House of Commons. This is an unusual appointment as he is a curate, but he has previously been a Chief of Staff. JH feels this is a good appointment. He will not be made a residentiary canon for a variety of reasons but could be appointed to Chapter if a vacancy arose. **It was agreed** that Chapter should try and attend the installation, if possible.
- **Girls Night Out:** JH congratulated SGY and RC on keeping the Cathedral open and creating an engagement opportunity for people who had never been in the Cathedral before.
- **The Beaumont Review:** Everything is now underway and the process of setting up meetings with the charities that will be reviewed has begun.

- **Kevelaer:** JH reported that the Kevelaer Pilgrimage this year had been very successful this year, and that he had invited the Domkapitular (Dean of the Basilica) and the Burgemeister (Mayor) of Kevelaer to a 2020 event of their choice. MV noted that this building of European links in the wake of Brexit will become even more important. It was suggested that as part of the 2020 events being rolled out to parishes, they could be encouraged to build on links with any European diocese or town they might have a link with.

c) Finance

MS updated Chapter on the current financial position

- Total funds are up £60,000
- Expenditure does not include property development as this has been capitalised
- Cash and Investment summary is also looking positive.
- The reason for cash being slightly down on last year is due to property development
- Some cash has been transferred from Enterprises to the Cathedral
- The designated funds are up to £76,000 from last year's £52,000
- The total funds are currently at £325,000, slightly down on last year's £384,000.
- In the final accounts the designated funds will be added to the general funds.
- Income and expenditure are ahead of what was expected.

7. Fundraising – Christine Stokes

a) Fundraising update

CS updated Chapter on the progress of the fundraising project:

Major Donor Panel

- The Major Donor Panel is assembled and briefed, with two meetings in place, the first in October and the second in January.
- For the fundraising to move forward, particularly the Major Donor Panel's activities, **Chapter needs to identify priorities for the Nave project** that can be taken forward to donors.
- Business luncheons to host prospects, and engage them to see if they can help through introductions or further donations will begin soon.
- Work on the re-energisation of the Cathedral's brand and tightening up of visual identity, ready for a robust external communications plan to be rolled out, continues. This will be important to the Major Donor Panel when they begin, as they need a clear context to maintain credibility.

Patrons Scheme

- The Patrons Scheme is doing very well, significantly ahead of expectations.
- TA asked about following up on the initial launch of the Patrons Scheme as the number of patrons does not seem a significant proportion of those initially contacted.
- CS explained that the progress made is outstanding for a new startup, and it is more important to look after those donors that we already have at this stage. The responses in the first two weeks after the launch are likely to be the limit of who will sign up at this stage, and it is important to respect people's decisions. The Major Donor Panel will follow up and make decisions on an individual basis when moving forward, and it is important to understand it usually takes about two years to receive a donation after first contact is made. The number of patrons should be seen as very promising.

Other

- JH asked CS's advice on speaking about fundraising and 2020 events at the Gala Dinner being organised by Lady Clare and held at the Cathedral for the three hospices in the area. She

recommended not speaking publicly about it as the Cathedral does not want to set itself in competition with the hospices – however, she noted that the reception period and discussion within tables could be a good opportunity to network.

- ES requested clarity on the use of the word 'stewardship' in the fundraising update, as this can cause confusion as stewardship is still a part of the regular giving scheme. CS clarified that this is not to do with planned giving in this context, but to do with the way in which patrons are looked after and thanked, developing a stronger relationship with them.
- CS reminded Chapter they can contact her at any time with any concerns or questions.
- The Friends are sitting on a significant amount of money at present. Following his meeting with them JH thinks they may be open to giving some of this towards the Nave project.
- Trusts and foundations applications are moving forward, although there is a limit on how far some of these can go as the Cathedral does not yet have a learning programme.
- SG expressed concern that by engaging in stewardship, the Cathedral would be treating the rich better than the poor, which the bible explicitly warns against. CS and JH reassured that this is not the case, and that on the ground and through Planned Giving no one will be treated any differently – however, those people signing up to patronage are buying into a scheme which provides certain benefits, and this money goes back into the Cathedral to allow it to continue its charitable work.

b) Ethical Policy

- It was noted that the Ethical Fundraising Policy has been amended and updated to make it suitable for the specific concerns of St Edmundsbury Cathedral. The precise date for when co-regulation of Cathedrals with the charities commission will begin is currently unknown so will be changed to 'in 2021'.
- **Chapter unanimously agreed to adopt the policy.**

8. Administrator

a) Peer Review

SJA updated Chapter on the progress of preparations for the Peer Review:

- The papers sent to the team have also been sent to Chapter. She has chosen, as they requested, three broad areas of strength and three areas to improve, and hopes that Chapter will agree with these.
- The volume of papers sent shows how much progress has been made over the last three years in getting policies and processes in place.
- JH expressed concern over reviewers from big Cathedrals not understanding the particular issues that face smaller institutions. SJA noted that this should not be a problem as modifications have been made based on the pilot scheme.
- Being the first Cathedral to undergo the review outside of the pilot should be a very positive thing, especially when applying for funding.
- TA noted that it should be a positive experience to be reviewed by people from different Cathedrals, coming in with a different perspective.
- SJA requested that Chapter all contribute when they meet with the reviewers.

9. Safeguarding – Karen Galloway, Diocesan Safeguarding Adviser

KG updated Chapter on her role and the current position of Safeguarding in the Diocese:

- KG is still relatively new to the position, having started in July. Her background in safeguarding is 30 years in the probation service.
- The role of the DSA has been reviewed and is now five days per week rather than the previous four days, combining the strategic role previously carried out by Gavin Stone and the casework role previously carried out by Dave Butcher.

- A new trainer has been appointed – Taiwo Ajayi. KG explained that the role having been reduced to three days per week, and new training packages having recently been launched, catching up on training has taken longer than expected
- KG and SJA are working on formalising the relationship between the Cathedral and the Diocese.
- There is a need to develop suitable safeguarding agreements with people who are on registers but still want to come to the Cathedral, as everyone has the right to worship. This is difficult in a Cathedral context due to the number of people that come in, but some kind of supervisory arrangement does need to be implemented. SJA and KG met later in the day to discuss these and other issues.
- The SCIE report was generally positive, with a number of easy wins, but there are some trickier areas that need work, particularly the way in which information is shared. Some changes will be made in this area based on the guidance from the National Safeguarding Team.
- Risk assessments also need improvement as they are missing from the proper documentation.
- KG noted that these changes are being made due to developments in safeguarding advice and technology, not because her predecessors were doing anything wrong.
- KG encouraged everyone to call her if they are unsure about anything.
- PB asked about C4 training and whether this has changed. KG clarified that this will remain the same; only C2 and C3 will change, having now been combined into one 'Leadership' package. C4 should not need renewing, but there are conflicting messages at present so she will make people aware when this becomes clear.
- SG noted that at times people have done higher levels of training without the lower levels, and asked KG's advice on this. KG advised it is always best to do the training modules in sequence to get the best possible understanding.
- ES asked whether Wardens should have C4 training due to their level of contact with people. KG explained this was one of the things that would be discussed with SJA later in the day, to try and work out what the Cathedral needs and how best to address these needs. She noted that safeguarding agreements protect the individual concerned as well as vulnerable people and children.
- KG will also meet all the staff and volunteers at some stage – this is important as it is easier to talk to someone, especially about sensitive matters, when you have met them face-to-face first.

10. Canon Precentor

a) Liturgy Update

- When Bishop Martin returns from his sabbatical PB intends to review the way in which Diocesan services are carried out at the Cathedral.
- SGY asked whether this was just Diocesan groups. PB explained that with other groups tend to be easier to deal with as the Cathedral has more input and control in the planning stages.

b) Fabric Update

- 2020 budget building has begun and includes a provisional sum for the refurbishment and redecoration of the library before letting out and the quinquennial reviews that are due next year.
- The bike shed is now operational.

c) Music Update

- Organ and Choral Scholarships for 2020/2021 are now being advertised. The vacancy for a choral scholarship with County Upper is still being advertised in the hope of getting a candidate for the new year.
- JH noted that discussions are ongoing about a similar relationship with Culford School, and Sybil Andrews has approached the cathedral about developing another similar opportunity with them.

- The Music Review Group would like to roll out paid lay clerkships as soon as possible, due to the concern over the increasing age of the back row and the possibility of further retirements. PB expressed concern that the Cathedral's inability to offer accommodation as part of this package could affect applicants. **It was agreed** that advertising for these should begin soon, in order to 'test the waters'. It should not wait until accommodation is available as this could take years, and the decision might be taken not to use any available accommodation for this purpose.
- PB noted that this would require an extra £4000 per year as it is rolled out. **This will be inserted into the 2020 budget** to see what impact it has, but Chapter will need to consider how these will be funded in the future.
- SGY suggested that the option for female lay clerks should be opened up as this would double the pool of potential applicants. All agreed to this proposal.
- TA suggested that funding for this, as well as to replace the Hasted fund, could be added to the list of goals for the fundraising project.

11. Canon Pastor

a) 2020 update with discussion of financing Cathedral events

- 2020 plans continue to move along. The majority of funds will come from Heritage funding, local sponsorship and assistance from participating organisations, but there is some concern about the remaining costs, primarily hospitality and printing, that the Cathedral will have to bear.
- It is difficult to know exactly how much the costs will be at present, but **it was agreed** MV would produce some 'best guess' figures for the next finance meeting and next Chapter meeting to go into the budget for next year.
- The plans and branding for 2020 will be launched on 12 November at noon, in the Cathedral, with media, sponsors and dignitaries attending. The event is planned by Bury St Edmunds and Beyond.
- JH asked about a potential brochure with dates – MV explained that this would be produced by Bury St Edmunds and Beyond and probably not come out until the new year. However, dates could be advertised prior to this. **Action: MV to discuss with Sarah Friswell.**

b) Foundation of St Edmund – transfer of funds to the Cathedral account

- There will be a meeting of the foundation next week at which the transfer of all Patrons' money and InHarmony funding should be approved, although a minimum amount of c.£1,000 does need to remain in the account.
- From now on, a quarterly transfer of funds from the patrons scheme should be sufficient as most people donate annually.
- When large sums of money come in from donors, this will be transferred upon request, rather than regularly, to ensure the money is used as intended.

12. Minutes and Reports

a) Review the Action Points from Chapter 07/09/19

The Actions log was reviewed and updated.

b) Approve the Chapter minutes and Confidential Chapter minutes from 07/09/2019

The minutes were approved.

c) Matters arising from the Chapter minutes and Action Points 07/09/19

- The Church Commissioners are willing to pay for a survey of what needs to be done to the Deanery and how.
- An archaeologist will be needed for the conservation survey required by the FAC, but the Cathedral will not be paying for this.

d) Receive minutes of the Finance meeting held 10/09/2019

The minutes were received.

e) Receive minutes of the Communications meeting held 05/09/2019

The minutes were received.

f) Receive minutes of Health and Safety meeting held 07/24/2019

The minutes were received.

13. Any other business

Old School Fund

Chapter nominated Valerie Moore to be renewed as a trustee. ES noted that advertising the fund in the weekly bulletin had been a good way to make more people aware of it.

Deputy Wardens

Chapter approved the appointments of Bernadette Pitt and Jane Movley, to begin immediately, and Louise Stewart and Jane Olive, to begin in the new year.

Reappointment of Chapter Member

The Dean announced the Bishop is prepared, upon his recommendation, to reappoint TA to a further three-year term effective immediately.

14. Future Meeting Dates

- **Chapter agreed** to move the Day / Night to 10th-11th June 2020. The location of this is yet to be agreed.

Meeting closed 14.30