



CHAPTER MINUTES

Minutes of the 203rd Chapter Meeting
Virtual Meeting via Zoom
Wednesday 15th July 2020 at 11:00 am

Present: The Very Rev'd Joe Hawes (Chair)
Stewart Alderman (SA)
Canon Tim Allen (TA)
Sarah-Jane Allison (SJA)
The Rev'd Canon Philip Banks (PB)
The Rev'd Sarah Geileskey (SGK)
Mrs Barbara Pycraft (BP)
The Rev'd Canon Michael Robinson (MR)
Elizabeth Steele (ES)
The Rev'd Canon Matthew Vernon (MV)

In Attendance: Anna Elliss (Minute Taker)
Lucy de las Casas (LdIC)
His Honour Judge Peter Beaumont (JPB)
Erin Seligman

1. Prayers and Welcome

The Dean opened the meeting with a prayer.

2. Apologies for Absence

Michael Shallow
Sally Gaze
Dominic Holmes

3. Conflicts of Interest - None

4. Notification of AOB - None

5. Correspondence - None

6. Urgent Actions Taken Since Last Meeting

- 6.1. TA noted no objections to the new curate joining Chapter and recognised SGK's contribution.
- 6.2. There is no consensus among Chapter members on how to proceed. JH will pass Chapter members' comments on to clergy and they will return with a recommendation.

7. Minutes and Reports

7.1. Approve Minutes and Action Points from last meeting

- 7.1.1. The minutes were approved with some minor amendments.
- 7.1.2. The name of the Nave Project will be amended to bring it in line with the Heritage Partnership

- 7.1.3. Chapter have seen emails to and from the Church Commissioners. JH and SJA will meet with them over the coming weeks. The Cathedral is asking them to fund the Director of Music post and Director of Learning post for one year. Further funding for Christine Stokes has already been secured.
- 7.1.4. TA asked whether we would apply to the fund to support choirs. PB noted that this was aimed primarily at supporting paid Lay Clerks, but a positive response has been received to the proposal that SJA and PB have made and hopefully around £9000 will be received in September.
- 7.1.5. Letters regarding legacies will wait until late autumn

7.2. Notes of informal Covid-19 Briefing

7.3. Receive the Architect's Report

7.4. Receive the AEC meeting minutes

- 7.4.1. BP noted concern at dividing up IT responsibilities and staff capacity. She asked about pursuing the opportunity with Sarah Dowd offered in the AEC minutes. SJA explained that ideally this avenue will be used from a communications perspective. The divided up IT will go forward but this does not mean it cannot change again. There is also concern that applying for the digital post could endanger the funding application for the Director of Music and Learning posts. PB and SJA noted awareness of staff capacity and that everything possible is being done to reduce and manage this.
- 7.4.2. TA asked about memorials to slave owners that should be removed. JH noted a website called 'Topleft the Racists' has been checked and MR has checked the database of slave owning families. Nothing has been found in the Cathedral that might be cause for concern.

8. Finance

- 8.1. A £37k deficit is predicted for the year. This is the worst case scenario, assuming there is little to no uplift in Enterprises, visitors, Lego and events. It is hopeful that the end of year picture will be better.
- 8.2. The Job Retention Scheme, Andy Thompson's swift applications for all possible grants and an encouraging response to planned giving (almost up to budget) have helped significantly. Things could have been a great deal worse but there is no room for complacency.
- 8.3. Staff will not be brought back from furlough until absolutely necessary, which means some things cannot happen (such as further weekday worship and extended opening hours) for a while longer.
- 8.4. At the half year point there was a positive cash balance due to the savings made and grants received.
- 8.5. All money from the choir tour has been returned to the FOCC and choir parents.
- 8.6. SJA noted the expected outcome for 2020 should not give as much cause for concern as might have been expected due to grants and the assistance of the furlough scheme. 2021 will be more challenging given the inevitable increase in expenditure on staff and other costs and with, for instance, the cushion previously provided to the Music and Worship budget by the now depleted Hasted fund and grants, expenditure will significantly increase. If the Church Commissioners cannot fund the Director of Music and Learning posts, it may not be possible to appoint to them.
- 8.7. TA asked about the Job Retention Bonus. SJA explained this will be included in 2021 budget setting, as it can be applied for in February. There are no steps being taken that might jeopardise this and £1000 should be received for staff.
- 8.8. In the first week of opening Enterprises took £2k more than the predicted break even, meaning the year end result could be up to £35-40k better than expected if improvement continued. The second weekend of opening saw one third increase in income, and hopefully this trend will continue. Pilgrims' Kitchen has successfully registered to take part in the 'Eat Out in August' scheme.
- 8.9. BP asked about the change in VAT regulations. SA will discuss this with Andy but it is likely this saving will be passed on to the customers as there is a reputational and moral obligation to do so.

9. The Dean

9.1. Receive the Dean's Briefing

- 9.1.1. Christine Stokes is working on the Master Plan. Following a good meeting with the Heritage Partnership on Monday, Chapter will soon be invited to review the updated plan. Focus groups will be held with stakeholders throughout August, including the Diocese, Town, County, with the intent to provide Chapter with a final draft in September.
- 9.1.2. TA noted the meeting with the Heritage Partnership was a good first step towards avoiding conflict between the two plans. JH noted importance of how we use language when speaking of our development ambitions to demonstrate the extent to which the Cathedral's plans align with their interests – the Nave project as an orientation and access point for the Abbey, for example. MV noted the timescale for the HP should align with the plan to finalise the Master Plan by September.
- 9.1.3. The Cathedral Council and the College of Canons will meet and be briefed online, but an APCM cannot yet be held online so will likely happen in October.
- 9.1.4. Lloyds have refused the loan application for the Deanery as they feel they could not call in the collateral if needed due to the PR implications. There is concern the Cathedral could be unable to repay quickly because income from the West Wing would not be immediate. Other avenues for funding, such as Charity Bank, currently being explored.
- 9.1.5. There are funds available to renovate Clopton Cottage but without a loan the 'backfilling' planned will not be possible. The cost of renovations is currently unknown but will be estimated as soon as possible. PB and SJA will keep Chapter up to date with costings and the possibilities within the budget. TA asked about the possibility of a loan from the Church Commissioners. JH and SJA explained this is still a last resort due to the level of interest the Commissioners would charge on a loan and there are other options. Part of the problem is applying without knowing how much expenditure is actually required – applying for a smaller amount once costings are known may see greater success.

9.2. Lucy de las Casas: A time limited and discreet piece of work for the Cathedral

- 9.2.1. JH proposed that Lucy de las Casas be brought on to carry out a piece of work to look at how improvements can be made to roles, decision making and communication. She spoke to members of staff at the management team meeting on 14 July and following this a proposed plan for the work was circulated to Chapter.
- 9.2.2. Several members of Chapter expressed concern that this proposal had been received at the last minute and as a result a decision could not be made at this meeting.
- 9.2.3. LS expressed concern that it may not be possible to carry out the recommendations if they require further expenditure. TA encouraged an application to the Church Commissioners to fund this piece of work.
- 9.2.4. JH and SJA encouraged chapter to consider beginning this work before September, since there is a perfect opportunity in returning from the break forced by Covid-19 to consider current practices and problems and implement changes. This may require an extra meeting in August.
- 9.2.5. MV asked whether this work would lead to a financial saving and how this works with the Master Plan. JH noted this was unlikely but that working more efficiently and less stress on staff will facilitate the successful implementation of the Master Plan.
- 9.2.6. PB noted that consideration of the Director of Music and Learning roles should be considered within this piece of work to ensure they are fit for purpose when recruitment begins.
- 9.2.7. **Lucy de las Casas joined the meeting at 12.03 pm.** Lucy works for the Diocese as a programme manager and does freelance work for charities around strategy and change management. The draft approach was created following conversations with JH and the Management Team, and two challenges arise:
 - To avoid defining the solution before understanding the problem. The conversation on 14 July highlighted the complexity of the underlying issues.

- To ensure that solutions or approaches developed reflect the reality of people, relationships and culture, while working within the constraints of resources and time.

- 9.2.8.** LS asked how far the 'drilling' will go into the structures of the organisation. LdIC explained that the main management roles will be considered in terms of areas of responsibility, and within those overlaps in roles or issues identified will be considered further. It will not necessarily look at every role, just those where problems have been identified, ensuring there are clear areas of responsibility across the main tasks and areas of delivery. The detail within those team can be worked out flexibly, with decisions made later as to where it is useful for Lucy to be involved.
- 9.2.9.** TA asked whether Lucy would be looking at the role of Chapter in the governance of the Cathedral. LdIC explained Chapter would be considered only as far as it relates to decision making and communication with the staff team, rather than its broader function.
- 9.2.10.** BP noted the initial concern was about receiving information last minute, but noted the importance of sorting out roles that have evolved and become muddled over time. The idea of a more piecemeal plan going forward may be best. LdIC apologised for the late notice, but noted that the points about evolving roles was only picked up the day before. This might be a good point at which to look at the overall picture and see whether there are changes or adjustments that could be made to bring clarity. JH noted he had not sent the paper earlier as he felt it was critical for Lucy to hear from staff before any proposal went to Chapter.
- 9.2.11.** JH proposed continuing to work on this during August, to refine the brief and scope of the work, considering costings, and to speak to the Church Commissioners about the possibility of funding with a view to carrying out the work in September.
- 9.2.12.** MR encouraged Chapter to allow this work to go ahead as it appears to be urgently needed. He commended Lucy to Chapter following his experience working with her at the Diocese, noting that she works at a phenomenal pace and has a skillset that we would be fortunate to benefit from, as well as understanding the church and the wider implications of being a Christian institution.
- 9.2.13.** SA expressed concern that waiting until September to make a decision would mean missing the perfect opportunity to look at some of the job roles during this time when people are just beginning to return from a natural break.
- 9.2.14.** Lucy de las Casas left the meeting at 12.20 pm.
- 9.2.15.** SJA noted Mike Shallow has long urged us to look at the number of meetings and how we could work more efficiently and economically.
- 9.2.16.** JH explained he was not attempting to force Chapter to make a decision and this item was for discussion only. More information and further conversations are required but a decision cannot wait until September since the exit from Covid-19 provides the perfect opportunity to get staff roles right. The brief will be refined and a firmer proposal given during August.

9.3. The Beaumont Review

- 9.3.1. HHJ Peter Beaumont joined the meeting at 12.23 pm.**
- 9.3.2.** New Deans were recommended to look at the charitable organisations connected to their Cathedrals. JH decided to do this by asking Judge Peter to review the associated charities. The review has been through several versions following the results from hearings and feedback from charities. JH thanked JPB for the work that he has done and the courtesy with which he conducted hearings and dealt with members of charities.
- 9.3.3.** LS, as chair of the Vestey Trust, thanked JPB and noted the results were exactly what they were looking for. Changes to the trust document were long overdue and allow them to finite the trustees for a more meaningful approach. The education bit had not been noticed before and has already led to funding being allocated for outreach. The next step will be to amend the Trust Deed.
- 9.3.4.** TA, as a member of the Foundation, thanked JPB and noted that the report exposed the issues and came to a very reasonable conclusion. He also noted the Foundation was not one of the charities

where change was indicated, but as a result of the report process and other recent events the other three bodies appear to have been brought into a much better state.

- 9.3.5.** MV and PB asked about the detail of attending to compliance with Cathedral Policies. JH suggested communicating with all the charities to request they audit themselves to ensure that they are compliant around all relevant areas. JPB agreed this would be a good approach.
- 9.3.6.** SA noted the recommendation about renaming the FOCC was very welcome. He asked whether the Non-Executive members of the FOCC (Precentor DoM and ADoM) should have voting rights, as this doesn't seem to be clear at the moment. JH and PB agreed that this was not clear in the documentation. JPB noted the rules currently provide that these members do not have voting rights. He suggested the way forward was to use Clause 32 in the constitution, which allows for the formulation of rules, to amend the rules as necessary, in this case to allow the Ex-Officio members to vote at meetings. JH suggested a conversation with Bishop Graeme, the current chair, to raise this at the next meeting.
- 9.3.7.** LS requested that at the next meeting the number of people signed up to the FOCC 500 Club is ascertained to ensure they are complying with lottery rules.
- 9.3.8.** BP noted the change to 'choirs' is not reflected in the recommendations to the Vestey Trust. JPB and LS agreed this would be amended along with the rest of the trust deed.
- 9.3.9.** JH once again thanked Judge Peter for this piece of work, and for delivering it earlier than expected.
- 9.3.10.** Judge Peter left the meeting at 12.35 pm.
- 9.3.11.** **Chapter unanimously voted to accept the terms of the Beaumont review, and to communicate the review to the four charities concerned, asking that they adopt the recommendations, audit the areas of compliance and respond to Chapter to confirm that they have done so.**

10. The Administrator

10.1. Receive the Administrator's Update

- 10.1.1.** The Wellbeing Zoom meeting will not continue as most staff are back, in some form. There will be an intermittent informal gathering in Pilgrims' Kitchen which Chapter are invited to join if they would like.
- 10.1.2.** Management will now move to a Wednesday morning, beginning at 9.15 am with all operational staff to discuss the week gone and the week coming, before transitioning to the original management for a short period afterwards.

10.2. Safeguarding

- 10.2.1** There has been two safeguarding concerns reported since May's Chapter meeting. One has been investigated and found that there was no malicious intent although an error of judgement and alternative ways suggested. The second was a report of emotional and mental domestic abuse which is being monitored.

10.3. Data Protection

- 10.3.1** There was a minor data protection breach involving one person. Our Data Protection Lead carried out a self-assessment and I sought further advice (free) from an employment lawyer which confirmed that the breach was reportable. This was reported to the ICO on 30th June.

10.4. Policies

10.4.1. Inclusivity Policy

- SJA and MV will revisit the draft, amending 'The Dean and Chapter' to 'Chapter', removing references to specific movements and ensuring lists of protected characteristics are consistent.

11. Recruitment

11.1.1 We say thank you and farewell to Anna Elliss on Thursday 30 July at 2pm in PK's garden. We are now advertising on our website for a music and liturgy administrator.

11.1.2 As Matt Foster leaves us at the end of July we look forward to welcoming Elli-Mae McGlone as our new Organ Scholar and Emily Mustoe as our Choral Scholar hopefully in September.

12. Cathedral Curate

12.1.Receive Youth and Young Family Update

12.1.1.Suffolk4YP are no longer in a position to rent the library. They may run one off events which the Cathedral can accommodate elsewhere.

12.1.2.Wider thinking will be required when looking for a tenant for the library, balancing the need to make money and to work with other key stakeholders. This is ongoing.

13. Canon Precentor

13.1.Receive the Canon Precentor's Update

13.1.1. SA noted ordinations will disrupt the usual congregational service and early warning of this would be sensible. PB will ensure this is communicated in the Weekly Bulletin in good time, being mindful of the fact that the services need to be in the context of public worship if more than 30 people are to attend. MR suggested phrasing of 'preference in booking on this occasion will be given to the families of those being ordained' or similar. SGK suggested directing the congregation to her first mass may also help alleviate this problem.

13.1.2. LS noted concern that some members of the congregation would not have been able to access the results of the competitions if they were only posted on social media. She asked where the prize money would come from. PB apologized for the oversight in communication and noted that two prizes have been donated by individuals but the Vestey Trust might be approached for the prize for the organ competition.

13.1.3. TA welcomed the opening up of weekday Eucharists and expressed hope that opening up morning and evening prayer would also be possible soon. He expressed hope that, despite limited numbers, county and diocesan services would still go ahead in the Cathedral. PB noted that in these cases a fully online service, as was done for VE75 can be more inclusive since many more people can be involved, in a variety of ways. Pre-recorded sections are difficult to include in a live service that is also livestreamed, so the best course of action will be considered nearer the time. Opening up further services depends on when staff and volunteers can be brought back and opening hours can be expanded.

13.2.Receive the Architect's report

14. Canon Pastor

14.1.Receive the Canon Pastor's Update

14.1.1.LS noted that people have been asking in the shop about Abbey1000 and volunteers are unsure what to say. MV will email Jane Harrison to brief volunteers to say that all events have been postponed until 2021 and more information will be available once the dates have been confirmed. Something will also be put on the website to this effect.

15. Any other business

16. Future Meeting Dates

16.1. Informal August Meeting

16.2. Dates of next Formal Chapter Meetings

16.2.1. 9 September 2020

16.2.2. 14 October 2020

16.2.3. 12 November 2020 (Thursday)

16.2.4. 9 December 2020

16.3. Next informal meeting

16.3.1. An informal meeting will be held on 12 August at 2.00 pm for further information and possibly decision around the piece of work proposed to be done by Lucy de las Casas.

Meeting closed at 13.30 pm.