



## CHAPTER MINUTES

Minutes of the 210<sup>th</sup> Chapter Meeting  
Virtual Meeting via Zoom  
Wednesday 10 March 2021 at 11:00 am

**Present:** The Very Rev'd Joe Hawes (Chair)  
Canon Tim Allen (TA)  
The Rev'd Canon Philip Banks (PB)  
Archdeacon Sally Gaze (SG) *Left meeting at 12.50 pm*  
Dominic Holmes (DH)  
Sue Hughes (SH)  
Barbara Pycraft (BP)  
The Rev'd Canon Michael Robinson (MR)  
Terry Stark (TS)  
The Rev'd Canon Matthew Vernon (MV)

**In Attendance:** Sarah-Jane Allison (SJA)  
Mark Pendlington (MP)  
Stewart Alderman (SA) *Left meeting at 13.21 pm*  
Christine Stokes (CS)  
Mark Proctor (MPr)  
Jonathan Goddard (JG)  
Erin Seligman (Clerk to Chapter)

### 1. Prayers and Welcome

The Dean opened the meeting with a prayer.

### 2. Apologies for Absence

The Rev'd Sarah Geileskey

### 3. Conflicts of Interest

### 4. Notification of AOB

### 5. Correspondence

### 6. Urgent Actions Taken Since Last Meeting

### 7. Finance

#### 7.1 Annual Report

7.1.1 Mark Proctor (MPr), partner at Lovewell Blake Chartered Accountants, presented Chapter with a copy of the Annual Report. He reported the pandemic had a significant and expected impact on

the results and income was down from 2019. However, with an ending 2020 deficit of £2,526, MPr said the outcome was better than expected and applauded staff for seeking out additional income, grants and furlough schemes to help offset the impact of the pandemic.

- 7.1.2 The previously projected deficit of £4k was reduced with the removal of some appreciation values, as well as the redirection of the Nave flooring capitalization project to the correct year. MPr said the Nave costings were shown under 2020 due to invoices that were received late. Moving these expenditures to 2019 is correct and transparent.
- 7.1.3 Cash reserves remain healthy, the audit went well and a clear report is being issued. MPr added that while fewer grants may be available in 2021 and financial pressures will likely be felt in the months to come, the overall outlook is good and manageable.
- 7.1.4 SJA thanked Kate Hibbert for putting the Annual Report together. There are still a few small amendments (i.e. grammatic and spelling errors) to be made. JG will prepare a shorter, glossier digest of this 64-page report to be used as a fundraising and promotional tool.
- 7.1.5 TA made a motion to approve the 2020 Annual Report, seconded by PB. Chapter unanimously agreed. Necessary signatures and approval from the Enterprises Board of Directors to follow.

## **7.2 Receive Financial Reports**

- 7.2.1 The Dean said the current £32k deficit is higher than budgeted due to the Cathedral's recent donation to the Diocese. He remains confident this deficit can be significantly eroded thanks to expected rental income from Clopton Cottage, a strategic delay in hiring a new Head Verger and the resurgence of visitors/income when the Cathedral and enterprises reopen. Income from Clopton Cottage was not included in the 2021 budget as it will eventually be used for repayment of the commercial mortgage, SJA confirmed. However, while the process of securing a mortgage continues, the budget can benefit from all income generated from Clopton. TA said that in view of the uncertain cost of work on the Deanery and the risk that interest rates may rise during the term of the loan it would be imprudent to divert any of the Clopton rent away from paying the eventual costs of the Deanery loan by using it now to pay for the Cathedral's ordinary, budgeted expenditure.
- 7.2.2 SA anticipates enterprises will return to normal business much quicker after this lockdown. SJA said there are still grants to apply for, although they will probably not be for the same amounts seen up to now.

## **7.3 PA System Upgrades**

- 7.3.1 Chapter discussed necessary upgrades to the Cathedral's PA and livestreaming equipment and the grants that will be available to cover a portion of the costs. PB said £4k from the Music Department's budget will also be used to offset costs. Darren Butler of Audio Electronic Design is providing a very competitive quote for these improvements and recently upgraded Norwich Cathedral's system. He has also worked with St Edmundsbury Cathedral before and knows our building well.
- 7.3.2 While noting it was disappointing that these upgrades were not originally in the budget, Chapter said the argument for approving these upgrades was convincing and found to be necessary in light of the pandemic and the vast number of people the Cathedral has been and will continue to reach virtually. To allow for flexibility for additional equipment found necessary, **Chapter approved** the proposal to allow Darren Butler to upgrade the PA and livestreaming system at a cost not to exceed £19k plus VAT.

## **8. Christine Stokes, Funding Matters** *(Joined the meeting at 11.48 am)*

### **8.1 Fundraising**

- 8.1.1 CS presented a plan to establish a hierarchy of giving and set guidelines for business sponsorships. The Major Donor Panel will begin (in September due to COVID restrictions) by targeting 10

corporate patrons and hopefully build from there. **Chapter agreed** with this new course of action.

- 8.1.2 DH and CS will discuss what was offered in way of sponsorship and what those businesses received in return for the 2019 Festival of Lights.

## 9. Jonathan Goddard, Digital Communications Manager (*Entered meeting at 12.12 pm*)

- 9.1 Chapter members welcomed JG and introduced themselves. SJA said JG has been in this new position for eight weeks now, has settled in well and already accomplished a fair amount.
- 9.2 JG updated Chapter on the tasks he has taken over from Sarah Friswell, the Lent calendars he posted, improvements made to the Cathedral's social media outlets, efforts made to build relationships within the community and his general plans for this position. JG is also a photographer and hopes to upgrade the Cathedral's stock of images.
- 9.3 JG has found the website to be duplicated in various places which is quite confusing, and navigation now relies on links rather than the tiles it was designed for. The colour palate causes difficulty for those with vision or dexterity issues. He said it would be easier to build an entirely new website and he has the ability to do most of this work himself. CS applauded JG's presentation and acknowledged the importance of the Cathedral's website given that it is the foundation for all of the Cathedral's platforms, including fundraising and social media.
- 9.4 CS and JG left the meeting at 12.40 pm. Chapter noted its interest in hearing updates from other staff members. The management team will discuss this further.
- 9.5 Chapter paused for prayer and reflection.

## 10. Dean

### 10.1. Receive the Dean's Report

- 10.1.1 The Dean has approached the Church Commissioners about extending CS's contract beyond August as the bulk of her work has been delayed due to COVID.
- 10.1.2 The Dean has been assisting with COVID testing sessions at King Edward VI school.
- 10.1.3 Two new people will join the Cathedral Council after approval at the Diocesan Synod in two weeks time and the names of new Lay Canons are awaiting the Bishop's approval.
- 10.1.4 Once vacated, 3 Crown Street will be reviewed, refurbished as needed and let out. The Dean anticipates the property will draw a sizable rental income. PB said the option to revert the annex at 3 Crown Street into a separate dwelling remains on the table.
- 10.1.5 Rachel Clover (RC) will start her new job on Monday and she and the Dean enjoyed a nice walk and tea together this past weekend. RC will be a verger for the final time this Sunday and presented with gifts and donations from the staff and community.
- 10.1.6 Meetings regarding the sale of the St James school site continue. The Dean's push to bestow a portion of the sale's proceeds to St Edmundsbury CE VA Primary School has garnered the support of another trustee.

### 10.2. FAC Appointment

- 10.2.1 The Dean announced Alan Powers will step down from the Fabric Advisory Committee. He will write a letter of thanks on Chapter's behalf. **Chapter unanimously approved** appointing David Sherlock to the FAC.

### 10.3. Governance

- 10.3.1 Regarding the Cathedral Measure, SJA received a Code of Governance from 2018. She will work from this document to devise an action plan to ensure the Cathedral is in a good position moving forward. Chapter agreed community feedback on whether the Cathedral remains a parish church should be gathered. **Action:** The Dean will devise a formal paper explaining this proposed change.

## 11. Chief Operating Officer

### **11.1. Receive the COO's Report**

- 11.1.1 Three members of the Cathedral community have agreed to assist with the archive project.
- 11.1.2 Staff will complete four more training courses, which are covered under the training budget.

### **11.2. Safeguarding**

#### **11.3. Policies**

- 11.3.1 The Cathedral's insurance policy is up for review and Chapter needs to decide if coverage for counter-terrorism acts should be added at a cost of £4k per year. Chapter withheld a decision to allow for further discussion. **Chapter agreed** to upgrade its protection for cyber breaches at a cost of £250.
- 11.3.2 **Chapter approved** updates to the Dignity at Work, Disciplinary, Suspension and Grievance policies.

## **12. Canon Pastor and Sub Dean**

### **12.1. Receive Canon Pastor's Update**

- 12.1.1. MV reported on staff training about dementia and relayed two ideas from staff to be explored: a "Dementia Café" at Pilgrims' Kitchen and a "Dementia Choir" in association with Suffolk Music Therapy Services.
- 12.1.2. The Heritage Partnership received positively a report on the Dean's recent meeting with the West Suffolk Council CEO. Efforts to collaborate on plans to promote the Abbey have started well but maintaining the full support of key individuals is paramount. Chapter discussed the importance of positioning the main entrance and Visitor Centre correctly to ensure visitors are also drawn to the Cathedral and its enterprises.

## **13. Canon Precentor**

### **13.1 Receive the Canon Precentor's Update**

- 13.1.1 PB is now in regular contact with incoming Director of Music Tim Parsons (TP) and he and William Saunders (WS) are consulting with him on events or decisions where necessary. The Music Department will also be relying on TP's knowledge to develop the Lay Clerks programme. Plans on how and when to acknowledge and thank WS' hard work during this past year need to be decided.
- 13.1.2 Some life is returning to the events calendar and a beer festival has been scheduled for August. James Stark has and will continue to handle event bookings.
- 13.1.3 Dawn Gillett, the Diocesan Property Advisor, will take charge of the Deanery project and the Shop refit. Postponed from last year, the refurbishment of the shop is now scheduled for January 2022.

## **14. Archdeacon / Canon Theologian**

- 14.1 Thanks to donations from the Cathedral, parishes and community members, MP said the Diocese has nearly wiped clear its £1.3 million debt. It is unlikely that the same levels of donation will be achieved next year and the Diocese continues to look at ways to cut costs.
- 14.2 MR said a campaign to showcase what the Diocese accomplished during the pandemic and contributes to the area is being planned. The Lent activities have been going well and proved to be quite popular.
- 14.3 Future plans for the Cathedral's former library, which remains vacant, will be discussed.
- 14.4 Chapter paused for prayer and reflection.

## **15. Minutes and Reports**

### **15.1. Approve minutes from last meeting and review Action Points**

- 15.1.1. The minutes were amended and approved.
- 15.1.2. The Committee reviewed the remaining outstanding Actions items and noted those still ongoing or completed.

### **15.2. Matters Arising**

**15.3.Receive minutes from the Archiving Project Meeting**

**15.4.Receive Architect's Report**

15.4.1 The Dean said the item related to the Deanery West Wing Shower Room can be taken out of the monthly report.

**15.5.Receive an update from the Ancient Library committee**

15.5.2 BP noted that David Sherlock also sits on this committee. The Dean is looking forward to the Ancient Library reopening and Stephen Dart's exhibitions.

**15.6.Receive AEC Executive meeting minutes and reports**

15.6.1 Chapter discussed how to incorporate gender-neutral pronouns within the Music Department and facilitate the empowerment of transgender voices. Further discussion will follow when TP arrives.

**15.7.Receive minutes from the last Cathedral Council meeting**

**15.8.Receive minutes from the last Enterprises meeting**

**16. Any Other Business**

**17. Future Meeting Dates**

**18. Confidential Items**

**Chapter Meeting closed at 14.31 pm.**