**CHAPTER MINUTES**

Minutes of the 218th Chapter Meeting  
Zoom  
Wednesday 8 December 2021 at 10:30 am

**Present:** The Very Rev’d Joe Hawes (Chair)   
Canon Tim Allen (TA)  
The Rev’d Canon Philip Banks (PB)

Archdeacon Sally Gaze

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:** Stewart Alderman (SA) *Left at noon*

Sarah-Jane Allison (SJA)

Rev’d Sarah Geileskey (SGY)

Mark Pendlington (MP)

Christine Stokes (CS)

Sarah Friswell (SF)

Erin Seligman (Clerk to Chapter)

1. **Prayers and Welcome**The Dean opened the meeting with a prayer.
2. **Apologies for Absence**

Dominic Holmes

1. **Conflicts of Interest** (None noted)
2. **Notification of AOB** (None noted)
3. **Correspondence** (None received)

Liz Steele submitted a letter thanking Chapter for awarding her the Order of St Edmund.

1. **The Dean’s Report**
   1. The Dean reviewed his written report submitted to Chapter, which included biographical details of recently installed lay, honorary and ecumenical canons not included in a separate paper. A date in the New Year will be fixed to award SA the Order of St Edmund and install those canons who could not make the service in November. SA echoed Liz Steele’s written remarks (see **Correspondence** above), thanked Chapter for nominating him for the Order and said he was humbled by the honour.
   2. Eco St Eds has submitted an application for a Silver A Rocha award.
   3. The Dean will take the lead of the *One in Christ Jesus* manifesto and will bring an action plan to Chapter in February.
   4. The Dean provided an update on the Deanery refurbishment project. Initial feedback from the West Suffolk Conservation Planning Officer was disappointing, although opportunities to present well-defined evidence to support the project were extended. The Dean has already met with the project architect and planning consultant and a plan on how to proceed has been formed. Noting the amount of time and money already invested in this project, PB urged Chapter to keep pushing for the envisioned end result. A full planning application will be submitted in early January. If the project’s completion date extends beyond current expectations, the Finance Committee may have to review the 2022 budget and recommend adjustments accordingly.
   5. **Chapter approved** the nomination of Cressida Parsons to the Governing Body of Kind Edward VI School.
2. **Hospitality**
   1. **Visitor Experience Manager**
      1. SF presented a PowerPoint report on *Visits and Volunteers* and discussed the following in detail:
         * Recovery from the Pandemic: Visitor numbers recovered quickly in 2021, and by September began to surpass visitor numbers for the same month in 2019. Overall, 2021 visitor numbers are down due to the Cathedral being closed/in lockdown early in the year. Thanks to the Cathedral’s size and visitor numbers, Covid protocols have been managed without resorting to ticketing or pre-booking.
         * Interpretation: The pandemic and a commitment to be more environmentally friendly have led the Cathedral to consider alternative and paperless interpretation options. A QR coded Welcome leaflet and subsequent QR code trail are now being developed. Bespoke guided tours of the Ancient Library and Treasury have proven successful, but larger group tours have yet to recommence.
         * Pilgrimage: In 2022 the Cathedral will launch a pilgrimage leaflet and book of pilgrimage routes, on top of organising at least two pilgrimage walks. Unfortunately, the Parish Pilgrimage programme has grown too successful with a waiting list of more than a year. Our capacity needs to meet the demand.
      2. Moving into 2022 SF is keen to overhaul the volunteer management systems, including how the Cathedral recruits, schedules and communicates with volunteers. Specialist tours or experiences are needed to set the Cathedral apart.
      3. SF relayed her concerns with Chapter, including those related to signage, the yet unrealised improvements to the Cathedral’s welcome area and the impact a busy event diary has on visitors, tours and daily operations.
      4. Chapter applauded SF’s presentation and requested comparison visitor data from other cathedrals. Expansion of our wedding market, opportunities to provide unique experiences, inclusion of dementia-friendly signage, cost-sharing largescale installations and how the Cathedral engages with visitors were discussed as well. SF left the meeting at 11:35 am.

*Chapter paused to reflect and pray for our visitors.*

1. **Sustainability**

**8.1 Foundation CIO**

* + 1. **Chapter unanimously approved** the Memorandum of Understanding.
    2. Chapter noted with approval that the new Trust Constitution provided for the Dean and the Finance Committee Chair to be Trustees automatically ex officio. The Dean and the COO then proposed verbally that, as CS had suggested, David Spark should be appointed by Chapter as a third Trustee. David Spark’s appointment was **unanimously approved**, with two abstentions.
  1. **Finance**
     1. Chapter received the month-end financial reports. SJA noted the Finance Department struggles to produce these figures when Chapter meetings are scheduled early in the month. Chapter should consider meeting the third Wednesday of each month or anticipate not having these figures in hand.
     2. Chapter received and reviewed 2019 Actual Comparison figures. Noted variations were related to visitor numbers, new hires and salaries within the Music Department and the expanded Learning programme.
     3. The end-of-year result is expected to be better than is currently forecasted as some budgeted expenditure will now not be spent. The Christmas Market went very well but did not meet the budgeted income that the Christmas Fayre would have produced. Both the Shop and Pilgrims’ Kitchen took additional income during this time.
  2. **Property / Building Update**
     1. Upgrades to the pathways within the Remembrance Garden have been completed and the area is no longer a safety concern.
     2. A ladder to the roof above Pilgrims’ Kitchen has been installed, providing safe and easy access. This new entry point allowed for three beehives to be installed in this area.
     3. PB is working with local community organisations and English Heritage to install Swift boxes in the Norman tower, Swifts now being on the RSPB endangered species red list.
  3. **Cathedral Measure**
     1. SJA provided an update and papers related to the Cathedrals Measure Governance Training she, the Dean and MV attended on 22 November. There will be two separate workstreams: Constitution / Statutes (led by MV) and Governance / Due Diligence (led by SJA). A small working group including members of the Cathedral Council will also be formed to consult with Chapter and draw up proposals.
     2. The Church Commissioners anticipate an 18-month process to adopt the new measure, however SJA anticipates the Cathedral will accomplish this in less time as we are already in good standing from a governance/due diligence standpoint.
     3. The Dean said there is much work ahead for MV and SJA and he was grateful for their support. MV applauded the 22 November training session and said he came away much more confident of the process. Chapter discussed the training they will have to complete as well.
  4. **Cathedral Governance**
     1. Chapter received the collated and anonymous responses to the Chapter Meetings Questionnaire. With **Chapter’s approval**, SJA, BP and SH will schedule a meeting to review the responses and propose changes.

1. **Mission**
   1. SG, the Dean and PB have scheduled a meeting to discuss development of the agricultural festival ministry.
   2. SGY said there has been much work done of late with regards to Diddy Disciples. The new Youth Project Lead position is being advertised and efforts to collaborate with 4YP are being made.
2. **Worship**

10.1 The Youth Choir at the West Suffolk carol service impressed many and the singing was lovely.

10.2 In addition to Choristers, young people are included in leading many aspects of our main liturgies, and next year this will continue with an emphasis on special occasions such as Epiphany and Candlemas.

10.3 A County commemoration services thanking first responders and all those who helped during the pandemic will be held on 6 March 2022. [Since rescheduled for 18 September 2022]

1. **Minutes and Reports**
   1. **Chapter received the Chapter Minutes** 
      1. The minutes were amended and approved.
      2. The Action Log was reviewed and any outstanding actions noted.
   2. **Matters Arising**
   3. **Chapter received the Ancient Library meeting minutes and paper**

10.3.1 BP said Stephen Dart and SF are doing a tremendous job with the promotion of library tours and efforts will now be made to link with local schools.

* 1. **Chapter received the Finance Committee meeting minutes**
  2. **Chapter received the Fabric Advisory Committee Meeting minutes**
  3. **Chapter received the Lay & Honorary Canons biographies**
  4. **Chapter received the Communications Group Meeting minutes**
  5. **Chapter received the Enterprises Meeting minutes**
  6. **Chapter received the AEC Meeting minutes**

1. **Any Other Business**

12.1 PB has received a quote for restoration of the Lady Chapel ceiling. This project is not marked as a high priority. Further discussion will be needed.

12.2 The Church Commissioners will perform a sustainability survey of the Cathedral in January. SJA will liaise with the Eco St Eds Group to ensure their involvement.

1. **Future Meeting Dates**

13.1 Chapter will next meet on Wednesday, 19 January 2022.

1. **Confidential Items**

**Chapter Meeting closed at 1:34 pm.**