**CHAPTER MINUTES**

Minutes of the 222nd Chapter Meeting  
Chapter Room  
Wednesday 6 April 2022 at 10:30 am

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

Dominic Holmes (DH)

Sue Hughes (SH)

Archdeacon Sally Gaze (SG)

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) *Attended by Zoom*

Sarah-Jane Allison (SJA)

The Rev’d Sarah Geileskey (SGY)

Mark Pendlington (MP)

Catherine Rayson (CR)

Erin Seligman (Clerk to Chapter) *Attended by Zoom*

1. **Prayers and Welcome**The Dean opened the meeting with a prayer.
2. **Apologies for Absence**
3. **Conflicts of Interest** (None noted)
4. **Notification of AOB** (None noted)
5. **Correspondence**

5.1 The Archiving Team (Sue Cockram, Sue and David Medcalf) sent cards of appreciation for the lunch held in thanks for their many months of work. The Dean said the team was pleased Chapter had looked at the Items of Interest. An updated list including the additional Items of Interest Chapter requested will be available soon.

1. **Dean’s Report**
   1. The Dean provided an update on the New Chairs Appeal. Nearly 70 percent of the total project cost has been raised to date and letters seeking support will be mailed to those who did not attend the Appeal launch. Chair design modifications made in response to the Cathedral community’s input will be available for viewing on Sunday. It will be noted that a ledge for hymn books will also be added.
2. **Marketing Manager**

7.1 CR updated Chapter on her responsibilities as the Marketing Manager and relayed how marketing goals will realign with the business objectives and values outlined in the Master Plan. Core areas of work revolve around brand, website, social media, public relations and events.

7.2 CR provided an update on the Cathedral’s social media platforms and website usage, as well as statistics gathered from a recent Visitor Survey, to include:

* + - * 75 percent of visitors come for historical interest
* 62.6 percent of visitors are 56 years of age and older
* 50 percent of visitors are local and already know about the Cathedral

7.3 Chapter and CR discussed efforts to draw in more events and possibly partnering with other cathedrals on popular, yet expensive, exhibitions, along with the benefits of incorporating the Cathedral, Abbey and other local destinations into a tourist “trail” in order to market Suffolk as more than just a day trip. How to balance these objectives while maintaining the Cathedral’s main purpose as a centre of worship, faith and mission was also considered.

1. **Sustainability**
   1. **Finance**
      1. With this Chapter meeting scheduled so early in April, end-of-month financial reports were not available. MP provided a verbal update and confirmed the budget remains on track, although Chapter needs to anticipate financial challenges as the year progresses. Andy Thompson (AT) is preparing for significant budget increases based on 5 percent inflation, although this could rise to 10 percent by years end. MP, AT and members of the management team have had two virtual meetings to date to review the budget in light of inflation and other rising costs (energy, national insurance, etc.) MP will present this group’s recommendations at Chapter’s next meeting.
      2. Each cost centre and income line are under review and strategies to generate additional income through planned events and innovative ways are being explored. AT is casting a fresh eye on the budget to ensure projected income lines avoid optimism and are instead a realistic figure based on supporting evidence. Opportunities to reduce pressure on the budget (designated funds, sharing resources with the Diocese, third-party events, etc.) are being scrutinised.
      3. Work continues to maximise income potential from the Cathedral estate. PB is looking closely at all estimates for refurbishment and timeframes for bringing in rental income. Opportunities to recoup up to 10 percent of savings on figures quoted, as well as phasing of expenditures are being explored.
      4. SA is reviewing increases in the cost of supplies across Enterprises and making calculations on the important principle of maintaining current margins.
      5. MP is seeking input from both the Finance Committee and Chapter prior to developing a coordinated Income Generating Plan for Chapter’s approval. (Survey questions to be emailed to Chapter after this meeting). With the plan will come a communication strategy to ensure staff understand the urgency, know what is expected from each department and are invested in achieving the solution.
      6. Chapter received an update on the CCLA fund, which has now been transferred to an equity-based investment fund. This fund will be regularly monitored by the St Edmundsbury Cathedral Trust. Following Chapter’s appointment of a fourth trustee in March, a meeting of the Trust will be scheduled imminently.
      7. Chapter discussed plans to maximise donations at Easter services and complications that may arise if the plate is reintroduced. Ways to amplify contactless giving points, promote giving through a soft ask and urgently transform the Nave into a more flexible entertaining space were examined as well. CR left the meeting at 12.29 pm.
   2. **Property / Building Update**
      1. **Chapter approved** the tender analysis for 3 Crown Street.
   3. **Safeguarding**
      1. No items to report.
   4. **Cathedral Measure**
      1. Chapter received a first draft of the Constitution. The Preamble will be rewritten by the Dean and Sub Dean, and is expected to focus on the Master Plan, the Cathedral’s history and how we came to be where we are today.
      2. Each section of the Constitution was reviewed and a number of points discussed, including how Chapter meetings may be called, how the Dean and Chapter govern and direct the life and work of the Cathedral (as guided by Canon Law), the definition of a residentiary canon and proposed changes to Chapter membership.
      3. SJA said references to the chief operating officer have to remain, but the constitution permits an additional chief financial officer role. Although the Cathedral’s budget currently does not allow for a CFO, TA stressed the importance of having an individual with both strategic and financial expertise to support the COO. The CFO position will be addressed with the Finance Committee.
      4. Chapter reviewed each section of the draft Statutes and discussed a number of points, including the definition of residentiary canons and officers. MV will review how the statutes relating to Sub-Dean transmit to his current duties. 3.3.d will be **amended** to read “Discovery Centre.”
      5. **Chapter requested** clarification on:
         * Whether the immense procedures detailed for election of non-executive members of Chapter refers to elections outside the APCM and is entirely necessary;
         * whether there is a correct balance of lay and honorary canons, and procedures to remove those who do not fulfil their duties are in place.
      6. Chapter discussed whether to increase terms of Nomination Committee members and relayed their preference for the wording of the first 12.6 statute over the latter.
      7. **Chapter** **agreed** 27.9 will read “The Forum shall meet at least three time in each year.”
      8. If and how minutes from weekly Senior Management Group meetings are relayed to Chapter were considered.
      9. Chapter reviewed drafts of the Financial Management Policy and the Statement of Delegated Authority.
2. **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**
      1. The Dean provided an update on the Deanery refurbishment project. A planning application reference number has been issued and those who attended the Open Houses were asked to relay their support for the project to the Planning Department by 27 April. Deanery access for trusted community partners will be slightly modified to protect the privacy rights of future deans.
   3. **Chapter received the Cathedral Council meeting minutes**
   4. **Chapter received the Heritage Partnership Core Group meeting notes**

1. **Any Other Business**
2. **Future Meeting Dates**

11.1 Chapter will next meet on Wednesday 11 May 2022.

1. **Confidential Items**

**Chapter Meeting closed at 1:45 pm.**