



The Chapter Manual

A summary of the laws, rules
and customs guiding the
government of Ely Cathedral.

March 2025

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Preface

The implementation of the Cathedrals Measure 2021 brought the Cathedral – for the first time – under the regulatory remit of the Charity Commission.

The Measure reformed the governance of the Cathedral in 2022. The spirit of these reforms encourages us to be more transparent and accountable for governing the Cathedral for the public benefit as a centre for worship and mission and as a focus for the life of the Church of England in the Diocese of Ely.

The Chapter Manual sets out, in one place, how the Cathedral is governed and managed, within the laws, regulatory frameworks, guidance and customs which relate to the Cathedral as a place of worship, centre for mission and learning, heritage attraction, commercial body, landlord and employer.

This document is primarily a record of the current position, and an encouragement to uphold high standards of governance. It is not intended to be legally binding or set issues in stone. The Chapter Manual is a record of our rules and practices, but is not itself the source of any rule. Sources are referenced comprehensively.

The content of the Chapter Manual is not static, and the passage of new legislation, the evolution of conventions, or changes to our internal procedures will mean that the practices and processes it describes will evolve over time. If the Chapter Manual is to continue to play a useful role as a guide, then it will need to be updated periodically to reflect such developments.

We hope that the Chapter Manual will come to be seen as an essential guide to the governance of the Cathedral – particularly as part of the induction for new members of Chapter and its Committees, and for senior colleagues.



The Very Revd Mark Bonney
Dean of Ely



Jonathan Bell
Chief Operating Officer & Chapter Clerk

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Cathedrals and the law

The legal personality of Ely Cathedral

1. In law, Ely Cathedral is an ecclesiastical corporation with perpetual succession and a common seal.

This means that the Cathedral:

- has ecclesiastical purposesⁱ;
 - has a separate legal personality (independent of the individuals charged with the Cathedral's governance) so can enter into contracts, sue – and be sued – and hold property in its own name;
 - exists in perpetuity (unless this is altered by Parliament); and
 - signifies consent to certain legal documents (such as real property transfers) by affixing its sealⁱⁱ (rather than having representatives sign in the presence of witnesses).
2. The corporate body of the Cathedral (the body which, as an entity, gives expression to the legal personality of the Cathedral) is Chapterⁱⁱⁱ.
 3. The term 'Dean & Chapter' is still in common use, and is used socially. For example, invitations from the Cathedral are issued in the name of 'The Dean & Chapter'.

For legal purposes, Chapter alone (of which the Dean is a member) is the formal name of the corporate body of the Cathedral.

Law and the Church of England

4. As the established church, the Church of England is governed by a body of law that does not apply to any other religion or denomination of Christianity.
5. Particular Acts of Parliament (or parts of Acts), Measures, Acts of Synod and the Canons of the Church of England operate

over the life and work of the Church of England.

6. Measures have the same status in law as Acts of Parliament. They differ in that they begin in the General Synod of the Church of England before making their way through Parliament and receiving royal assent.
7. The Church of England maintains a separate system of courts in parallel to the secular courts. These courts include:
 - **Consistory Courts.** Each diocese has a Consistory Court presided over by a Chancellor. The majority of their work involves exercising a form of building control over church buildings. For this reason, churches are largely exempt from listed building control.
 - The **Arches Court of Canterbury** and the **Chancery Court of York**, which receive appeals from the Consistory Courts of dioceses within the relevant province, and also hold original jurisdiction for certain matters.
 - The **Court of Ecclesiastical Causes Reserved**, which receives appeals concerning doctrine, ceremony and ritual.
 - **Bishop's Disciplinary Tribunals**, which deal with complaints made under the Clergy Discipline Measure.

Laws unique to Cathedrals

8. Three pieces of primary legislation apply uniquely to the cathedrals of the Church of England:
 - The Cathedrals Measure 2021
 - The Care of Cathedrals Measure 2011
 - The Appointment of Bishops Act 1533

9. The **Cathedrals Measure 2021** makes provision about the governance, management, property and financial affairs of cathedrals.
10. The **Care of Cathedrals Measure 2011** makes provision about the care and conservation of cathedral churches.
11. The **Appointment of Bishops Act 1533** makes provision about the role of cathedrals in formally electing bishops following their nomination for election by the Crown.

The legal development of Ely Cathedral

12. A monastery was founded at Ely by St Etheldreda in 673. Following periods of destruction and construction, the existing building was begun in 1083.
13. In 1109, the church was first raised to cathedral status, whilst also retaining the monastery.
14. In 1541, following the dissolution of the monastery, the Cathedral was refounded by Henry VIII under letters patent, and dedicated to the Holy and Undivided Trinity. The Cathedral – as a legal entity – has been in continuous existence since then.
15. The Constitution and Statutes of the Cathedral have been revised several times, to conform with changes in the law, most recently the Cathedrals Measure 1999, the Care of Cathedrals Measure 2011 and the Cathedrals Measure 2021.
16. Some cathedrals are also parish churches. This is not the case for Ely Cathedral, which has no parish.

Our purposes and charitable objects

17. The Cathedral's ecclesiastical purposes^{iv} are:
 - To be the seat of the Bishop and a centre of worship and mission; and
 - To provide a focus for the life and work of the Church of England in the Diocese.

18. The charitable objects^v of Chapter are:
 - To advance the Christian religion in accordance with the faith and practice of the Church of England, in particular by furthering the whole mission of the Church of England, pastoral, evangelistic, social and ecumenical;
 - To care for and conserve the fabric and structure of the Cathedral church building and Prior Crauden's Chapel; and
 - To advance any other charitable purposes which are ancillary to the above objects.
19. Chapter must act for the public benefit in furthering these objects.
20. Guidance published by the Charity Commission (CC3 and CC27) supports Chapter members to fulfil their legal duties and make decisions in line with the following principles:
 - acting within their powers
 - acting in the Cathedral's best interests
 - managing conflicts of interest
 - collective decision making
 - acting with reasonable care and skill
 - being sufficiently informed
 - taking account only of relevant factors.

Strategy

21. Chapter publishes a document (*The Ministry of our Cathedral*) setting out the general direction and mission of the Cathedral. It shows areas of focus for development or change. It is the equivalent of a 'strategic plan', and is the principal document setting out the connection between Chapter's plans and the Cathedral's purposes and objects.
22. The *Ministry of our Cathedral* forms the basis of annual consultation with the Bishop, and sets the context for financial strategy and budgeting.

The Freedom of Information Act 2000

23. The Cathedral is not a public body for the purposes of the Freedom of Information Act 2000 and is not subject to this legislation.

The governance of Ely Cathedral

The Constitution & Statutes

1. The Constitution & Statutes of the Cathedral dated 17 October 2022 together form the governing instruments of the Cathedral.
2. The **Constitution** is the primary governing document of the Cathedral and – for the purposes of charity law – it is the authoritative source of the Cathedral’s purpose, objects, roles, duties and powers. It must be consistent with the Cathedrals Measure 2021.
3. The **Statutes** make provision for the good government of the Cathedral. They also incorporate purely ecclesiastical provisions which are not otherwise reflected in the Constitution. The Statutes must be consistent with both the Cathedrals Measure 2021 and the Constitution.
4. The mechanism for revising and amending the Constitution or Statutes is set out in law.^{vi}

The Bishop

5. The Bishop is appointed by His Majesty and has the principal seat and dignity in the Cathedral^{vii}. The Bishop’s involvement in the administration of the Cathedral is normally operated through:
 - Involvement in the appointment of the Dean, the Residentiary Canons^{viii} and the Senior Non-Executive Member of Chapter^{ix};
 - Annual consultation by Chapter on the general direction and mission of the Cathedral, at a special meeting of Chapter with the Bishop^x; and
 - The power to commission a review of any aspect of the Cathedral’s financial affairs, governance, management, operations or mission^{xi}.

6. The Bishop is the Visitor^{xii} of the Cathedral, by virtue of which the Bishop holds a quasi-judicial function over the Cathedral. If a visitation is held by the Bishop then statutory guidance issued by the Church Commissioners is followed in respect of the conduct of the visitation.

The Dean

7. The Dean is appointed by His Majesty^{xiii} and is the principal dignitary of the Cathedral next after the Bishop^{xiv}.
8. The Dean, on behalf of Chapter, governs and directs the life and work of the Cathedral and fulfils duties set out in the Constitution^{xv}. Additionally, the Dean fosters the corporate and spiritual life of Chapter and its members^{xvi} and attends morning prayer and evening prayer^{xvii}.
9. The Dean provides leadership on safeguarding^{xviii}.
10. The Dean is a member of Chapter^{xix} and chairs its meetings^{xx}, and is a member of the Senior Management Group^{xxi}.
11. The Cathedrals Measure 2021 sets out the Dean’s relationship with committees of Chapter, along with the Dean’s powers (and constraints on those powers) to attend, speak and vote at committees of Chapter.
12. Certain actions may not be taken without the Dean’s consent^{xxii}. These include:
 - Altering the ordering of services in the Cathedral;
 - Settling the Cathedral’s budget; and
 - Implementing a decision of Chapter, taken in the Dean’s absence.
13. If the office of Dean is vacant or the Dean is unable to carry out functions because of illness, absence or for any other reason,

then the Bishop must appoint an Interim Dean^{xxiii}.

14. The Dean must live in the house assigned to the Dean by Chapter^{xxiv}.

The Residentiary Canons

15. The Residentiary Canons are appointed by the Bishop, with the approval of the Dean^{xxv} and are next in dignity at the Cathedral, after the Dean^{xxvi}.
16. At least two Residentiary Canons must be engaged exclusively on Cathedral duties^{xxvii} and the number of Residentiary Canons may not exceed five^{xxviii}.
17. The Residentiary Canons are members of Chapter^{xxix} and (those who have responsibility for a department of the Cathedral, or part of its operations) the Senior Management Group^{xxx}.
18. The Cathedrals Measure 2021 sets out constraints on the power of Residentiary Canons to chair committees of Chapter.
19. Provisions relating to Residentiary Canons' roles, a duty to be a Canon in Residence, a duty to live in the house assigned by Chapter, an expectation to attend morning prayer and evening prayer and constraints on holding a benefice or parochial responsibility are set out in the Statutes^{xxxi}.

The College of Canons

20. The College of Canons consists of^{xxxii}:
 - The Dean;
 - Every suffragan bishop of the Diocese;
 - Every canon of the Cathedral; and
 - Every archdeacon of the Diocese.
21. The College of Canons is independent of Chapter and neither the College nor its members form part of the corporate body of the Cathedral^{xxxiii}.

This is a change from the Cathedrals Measure 1999, under which the College of Canons, with the Cathedral Council (abolished by the Cathedrals Measure 2021) and Chapter, together formed the corporate body of the Cathedral.

22. The College of Canons has the functions of:

- Formally electing the Bishop, in line with the Appointment of Bishops Act 1533^{xxxiv}; and
- Discussing such matters concerning the Cathedral as may be raised by the Dean or by any member of the College of Canons^{xxxv}.

23. The canons of the Cathedral are:

- The Residentiary Canons^{xxxvi};
- Non-residentiary canons ('honorary canons'), being no more than 25 in number, appointed by the Bishop after consultation with the Dean, being persons in Holy Orders who are beneficed or licensed in the Diocese (except that up to three persons in Holy Orders need not be beneficed or licensed in the Diocese)^{xxxvii};
- Any suffragan bishop, area bishop or archdeacon of the Diocese^{xxxviii} (not counting as any of the 25 honorary canons); and
- Lay canons, being no more than 14 in number, appointed by the Bishop after consultation with the Dean, being persons who are resident in the Diocese (except that up to two persons need not be resident in the Diocese)^{xxxix}. It is customary to appoint non-executive members of Chapter as lay canons for the duration of their terms of office on Chapter.

24. Neither minor canons^{xl} nor Etheldreda Canons^{xli} are members of the College of Canons.

Chapter

25. Chapter is the corporate body (legal personality) of the Cathedral^{xlii} and has the general control and management of the administration of the Cathedral.^{xliii}
26. Chapter is effectively the governing body of the Cathedral. Members of Chapter are charity trustees of the Cathedral for the purposes of the Charities Act 2011^{xliv}.

NB – Chapter retains a separate legal personality from the individual members of Chapter, notwithstanding the treatment of Chapter members as trustees for the purposes of the Charities Act 2011.

27. The members of Chapter are^{xlv}:
 - The Dean (appointed by His Majesty);
 - The Residentiary Canons (appointed by the Bishop, with the approval of the Dean);
 - The Senior Non-Executive Member (appointed by the Bishop, after consulting Chapter), for a term of up to three years, which may be renewed for a maximum of two further terms, each of no more than three years; and
 - Non-executive members, appointed by Chapter with the approval of the Bishop, for terms of up to three years, which may be renewed for a maximum of two further terms, each of no more than three years.
28. The Constitution makes provision for the eligibility of Chapter members, resignation, benefits and conflicts of interest^{xlvi}.
29. Chapter directs and oversees the administration of the affairs of the Cathedral and must^{xlvii}:
 - Order the worship of the Cathedral and promote its mission;
 - Formulate, after consulting the Bishop, proposals relating to the general direction and mission of the Cathedral;
 - Prepare an annual budget;
 - Prepare an annual report and audited annual accounts;
 - Keep under review the Constitution and Statutes; and
 - Manage the property vested in Chapter and repair and maintain the Cathedral and its contents.
30. Provisions about the conduct of Chapter meetings, making decisions without a meeting and holding a special meeting annually with the Bishop are set out in the constitution^{xlviii}.

Committees of Chapter

31. Chapter is supported in its work by three statutory committees:
 - The Nominations Committee^{xlix}
 - The Finance Committeeⁱ
 - The Audit & Risk Committeeⁱⁱ
32. Other committees may be established by Chapter so long as they comply with the Constitution and Statutesⁱⁱⁱ.
33. The members and chairs of all committees of Chapter are appointed by Chapter on the advice of the Nominations Committeeⁱⁱⁱ, except that the Nominations Committee does not advise Chapter on appointments to the Nominations Committee itself.
34. The composition, functions and proceedings of committees of Chapter are set out in the Statutes and are supplemented by terms of reference for each committee. The terms of reference are attached to Chapter's Scheme of Delegation and made available to relevant Committee members.
35. Committees of Chapter are empowered only to review certain arrangements, give advice and form recommendations to Chapter, in line with their approved terms of reference. They are not empowered to make decisions on Chapter's behalf.

The Senior Management Group

36. The Senior Management Group is concerned with the management of the Cathedral. It is responsible to Chapter for the day-to-day management of the Cathedral's affairs and undertakes such roles and duties as are delegated to it in the Scheme of Delegation^{iv}.
37. The members of the Senior Management Group are (by law)^v:
 - The Dean;
 - The Residentiary Canons with responsibility for a department of the Cathedral or for part of its operations;
 - The Chief Operating Officer and Chief Finance Officer; and

- Other members of staff appointed by Chapter (at present, the Director of Communications & Commerce).
38. The functions, proceedings, accountability, and rules regarding the establishment of committees of the Senior Management Group are set out in the Statutes^{lvi}.

The chief officers

39. Chapter must appoint a Chief Operating Officer and a Chief Finance Officer to undertake administration of the Cathedral^{lvii} on behalf of Chapter.
40. The functions of the Chief Operating Officer and Chief Finance Officer are set out in the relevant instruments of appointment and in Chapter's Scheme of Delegation^{lviii}.
41. The Chief Operating Officer is the 'administrator of the Cathedral' for the purposes of the Care of Cathedrals Measure 2011^{lix}.
42. Neither the Chief Operating Officer, nor the Chief Finance Officer may be members of Chapter^{lx}.
43. The roles of the Chief Operating Officer and Chief Finance Officer in attending, convening and contributing to meetings of Chapter and its Committees are set out in the Constitution, Statutes and relevant committee terms of reference.

Other statutory appointments

44. Chapter must appoint an architect or surveyor to the fabric of the Cathedral. By convention, we term this appointment 'Surveyor to the Fabric'. Provisions about the qualifications and manner of appointment of this role are set out in the Constitution^{lxi}.
45. Chapter must appoint an auditor for each financial year and decide the level of the auditor's remuneration^{lxii}.

The terms of reference of the Audit & Risk Committee impose the duty on the Committee to review the performance of the auditor and to make recommendations

to Chapter on the auditor's appointment and remuneration.

46. Chapter must appoint a person to supervise music in the Cathedral. By convention, we term this appointment 'Director of Music'^{lxiii}.
47. Chapter must appoint a cathedral archaeologist^{lxiv} in line with section 23(3) of the Care of Cathedrals Measure 2011.
48. Certain other appointments are provided for in the Statutes, but are *not* statutory appointments in the sense of being required by primary legislation. Such appointments include:
- High Bailiff, Chapter Steward, Chapter Clerk (customarily held by the Chief Operating Officer), Chapter Registrar, Sacrist and Sub-sacrist. These appointments are dignities and are honorary only^{lxv}.
 - Archivist^{lxvi}.

The Congregational Forum

49. The Congregational Forum is an advisory body and is not a committee of Chapter^{lxvii}.
50. The principal function of the Congregational Forum is to communicate with Chapter on matters affecting the Cathedral community^{lxviii}.
51. Provisions for the composition, functions and proceedings of the Congregational Forum are set out in its terms of reference, which are approved by Chapter^{lxix}.
52. The Congregational Forum consists of up to twelve people who are named on the worshipping community roll and elected by a meeting of persons who are named on the worshipping community role.
53. Meetings of the Forum are attended by the Dean or a Residentiary Canon nominated by Chapter and at least one of the Chief Operating Officer or the Chief Finance Officer.

Related entities

The Diocese of Ely

1. In ecclesiological terms, the Cathedral is part of the Diocese of Ely. The Cathedral is the 'mother church' of the Diocese, the seat of the Bishop and a focus for the life and work of the Church of England in the Diocese. The Dean is the senior priest of the Diocese (under the Bishop), and a member of the Bishop's senior staff. Cathedral clergy participate in meetings of the Rural Deanery of Ely (though the Cathedral is not a parish within that deanery).
2. In legal terms, the Cathedral is a distinct entity and its relationship with the Bishop is described in the section on 'The governance of Ely Cathedral'. The Cathedral does not fall under the jurisdiction of either of the archdeacons and has different arrangements (from the parishes of the Diocese) for obtaining permission to make changes to buildings and fabric (see the section on 'Regulators').

Ely Cathedral Trust

3. Ely Cathedral Trust is an unincorporated charitable foundation, registered with the Charity Commission. It acts as a fundraising arm for the Cathedral and invests endowment and surplus funds to generate income for the Cathedral.
4. The Trustees of Ely Cathedral Trust are the Dean and between six and nine others, appointed by Chapter, and may include a further two members of Chapter.
5. The financial position of Ely Cathedral Trust is included within the Cathedral's consolidated financial statements. The Trust also produces its own annual report and accounts which are available on the website of the Charity Commission.
6. Administrative support is provided to the Trust by the staff of Ely Cathedral.

Ely Cathedral Enterprises Ltd

7. Ely Cathedral Enterprises Ltd is a trading entity, registered in England and Wales and wholly owned by the Cathedral. Its directors are responsible for the performance of the shops and restaurant.
8. The directors of Ely Cathedral Enterprises Ltd are appointed by Ely Cathedral and by convention include the Dean, the Chief Operating Officer and the Director of Communications & Commerce. The Chief Finance Officer is usually appointed as Company Secretary of the company.
9. The financial position of Ely Cathedral Enterprises Ltd is included within the Cathedral's consolidated financial statements. The company also produces its own annual report and accounts, available on the website of Companies House.
10. Both the Charity Commission and HM Revenue & Customs regulate charities in respect of their trading subsidiaries.

The Friends of Ely Cathedral

11. The Friends of Ely Cathedral are separately constituted as a charitable incorporated organisation. They are independent of the Cathedral. The Dean is an ex officio trustee, and Chapter appoints some of their trustees.
12. As the Friends of Ely Cathedral exists wholly to benefit the Cathedral, summarised financial information is disclosed in the Cathedral's financial statements.

The Stained Glass Museum

13. The Stained Glass Museum (which is located inside the Cathedral church building) is independent of the Cathedral. The Museum publishes its own annual report and accounts.
14. The Museum occupies space in the Cathedral under licence.

King's Ely

15. Formally 'The King's School, Ely', the School is separate from – and independent of – the Cathedral. The School is constituted as a company limited by guarantee and is a registered charity.
16. The School has an exceptionally long history of educating the Cathedral's choristers and continues to do so. It was refounded in 1541 by Henry VIII, at the same time as the Cathedral.
17. By virtue of the School's articles of association, the Dean is a governor of the School, *ex officio* and Chapter appoints a second governor.
18. Regular liaison meetings are held between representatives of School and Chapter. The School is also represented on the Cathedral's Safeguarding Advisory Group

Executive management

Scheme of delegation

1. The Chief Operating Officer is responsible for preparing a Scheme of Delegation. This is approved periodically by Chapter.
2. The Scheme of delegation sets out in one place:
 - Those powers of Chapter which can be exercised only with the Dean's consent;
 - Constraints on the exercise of the powers of Chapter (for example by regulation, or which require the consent of a regulator);
 - Those powers which Chapter reserves to itself;
 - Provisions for making urgent decisions, including in an emergency;
 - The duties and functions which are delegated to committees of Chapter, along with copies of relevant terms of reference;
 - The powers delegated to the Senior Management Team, the Dean, the Chief Operating Officer, the Chief Finance Officer and the Director of Communications & Commerce.

Policies and handbooks

3. Chapter and the Senior Management Group approve policies and handbooks to set frameworks for the management of the Cathedral's affairs so that the law and good practice are followed.
4. The Chief Operating Officer maintains a schedule of all policies and handbooks, along with the dates on which they are due for review by Chapter or the Senior Management Group.
5. The main **ecclesiastical** policies are:
 - The liturgical plan
 - Criteria for marriage in the Cathedral
 - Memorials
6. The most important **charitable, operational** and **financial** policies are:
 - Accepting & refusing donations
 - Complaints
 - Conflicts of interest
 - Data protection
 - Environment
 - Ethical sourcing
 - Financial reserves
 - Grant-making
 - Health & safety
 - Information security
 - Investments
 - Press & media
 - Remuneration
 - Sponsorship
 - Whistleblowing
7. Four **handbooks** are maintained:
 - Safeguarding
 - Employees
 - Volunteers
 - Cathedral clergy (common tenure)
8. The Chief Operating Officer liaises with the Dean (and chairs of the committees of Chapter) to draft a governance calendar for Chapter and its committees. This is undertaken in the summer and approved by Chapter in the autumn to guide the work of Chapter and its committees in the following year, so that legal duties are fulfilled and policies and handbooks reviewed as appropriate.

Regulators

The Church Commissioners

1. The Church Commissioners regulate the Cathedral in respect of:
 - The acquisition of land;
 - The disposition of land, and mortgages;
 - Consent to borrow;
 - Consent to borrow from permanently endowed investment funds;
 - Consent to use certain powers under the Charities Act 2011;
 - The determination of whether land is permanently endowed or not;
 - Consent to pay additional emoluments to the Dean or a Residentiary Canon whose stipend is paid by the Church Commissioners.
2. The Church Commissioners issue statutory guidance to cathedrals providing details on their regulation of these areas, and instructions for seeking consent.

The Charity Commission

3. The Charity Commission regulates cathedrals in the same way that it regulates all other charities of an equivalent size, except that some regulatory functions are exercised instead by the Church Commissioners, as set out above.

The Fabric Advisory Committee and the Cathedrals Fabric Commission for England

4. The Cathedral's Fabric Advisory Committee and the Cathedrals Fabric Commission for England are established by the Care of Cathedrals Measure 2011 and exercise a regulatory function over the Cathedral in respect of Chapter's care for the Cathedral fabric and buildings within the Cathedral precinct.

These two bodies essentially exercise a parallel function to that of the Consistory Court, which does not have jurisdiction over the Cathedral.

5. The Fabric Advisory Committee has eight members. Four are appointed by the Cathedrals Fabric Commission for England after consultation with Chapter. Four are appointed by Chapter after consultation with the Cathedrals Fabric Commission for England.
6. The Cathedrals Fabric Commission for England has 24 members including experts in liturgy, architecture, archaeology, conservation, engineering, music and art.
7. Permission must be sought from the Fabric Advisory Committee, or from the Cathedrals Fabric Commission for England, for:
 - Works (including repairs or maintenance), or the permanent addition of any object, which would materially affect:
 - (a) the architectural, archaeological, artistic or historic character of the cathedral or any building in the precinct used for ecclesiastical purposes;
 - (b) the immediate setting of the cathedral;
 - (c) any archaeological remains in or under the cathedral or within its precinct; or
 - (d) any human remains in or under the cathedral or within its precinct.
 - The sale, loan (even on a short-term basis) or disposal of any object of architectural, archaeological, artistic or historic interest which is in the ownership or custody of the cathedral Chapter, or the carrying out of any

work to such an object which would materially affect its architectural, archaeological, artistic or historic character. This also applies to any item of Treasure that is discovered in or under the cathedral or within its precinct.

Historic England

8. Historic England is a public body created by the National Heritage Act 1983 and sponsored by the Department for Digital, Culture, Media and Sport.
9. Historic England regulates the Cathedral in respect of scheduled monuments within the Cathedral precincts, namely Cherry Hill and the east cloister wall.

The local authority

10. The Cathedral is regulated by the local authority in the same way as other organisations of a similar size.
11. Whilst the interior of the Cathedral and Prior Crauden's Chapel are beyond the regulatory remit of local planning authorities, the exteriors of those buildings and all other land and buildings under the ownership of Chapter are potentially subject to regulation by local planning authorities, including listed building consent where applicable.

Many trees in the precinct are subject to tree preservation orders.

The Fundraising Regulator

12. The Cathedral is registered with the Fundraising Regulator and subscribes to its published Fundraising Code of Practice.
13. We publish a statement in our annual report outlining our relationship with the regulator and reporting on certain matters (such as compliance with the code and complaints received) as required by regulations.

The Information Commissioner's Office

14. The Cathedral is registered with the Information Commissioner's Office, as required by the UK General Data Protection Regulations (UK GDPR) and the Data Protection Act 2018.
15. The Cathedral is a data controller for the purposes of the UK GDPR and therefore publishes privacy notices appropriately and maintains a data protection policy.
16. The Cathedral retains a professional firm (GRCI Law) to act as its data protection officer and to advise the Chief Operating Officer and Chapter on compliance with the law and good practice. The data protection officer periodically reviews the Cathedral's data protection arrangements and reports the outcome to the Chief Operating Officer and Chapter.

The Health and Safety Executive

17. The Health and Safety Executive exercises a regulatory function over the Cathedral as a place of work, in relation to health and safety matters.

Safeguarding

Ecclesiastical law

1. Chapter is required to by law to comply with requirements set out in the code of practice issued by the House of Bishops on safeguarding children and vulnerable adults^{lxx}.
2. The Dean has a duty to provide leadership on matters relating to safeguarding in the Cathedral^{lxxi}.

Frameworks for managing safeguarding

3. The Cathedral's safeguarding handbook is the authoritative guide to managing safeguarding at the Cathedral. The handbook is kept under review and re-published annually on the Cathedral website, following review by the Safeguarding Advisory Group and Chapter.
4. The handbook is supplemented by guidance published by the Church of England's National Safeguarding Team and adapted for application to the Cathedral. This guidance is published on the Cathedral website.

Executive responsibilities

5. Particular responsibilities are set out in the handbook. Besides Chapter and the Dean (outlined above) these include:
 - A member of Chapter acting as Safeguarding Lead for the Cathedral.
 - A Cathedral Safeguarding Advisor (with professional safeguarding experience).
 - Departmental Cathedral Safeguarding Officers, with responsibilities for safeguarding practice within particular areas of Cathedral activities. They meet regularly, in a meeting chaired by the Chapter Safeguarding Lead.

- The Human Resources Team, overseeing Disclosure & Barring Service checks, confidential declarations and safeguarding training.

External support and expertise

6. As well as the Cathedral Safeguarding Advisor, Chapter is supported by the advice of the Diocesan Safeguarding Advisor.
7. The Cathedral's Safeguarding Advisory Group is chaired by a suitably qualified and experienced safeguarding professional, who is otherwise independent of the Cathedral.
8. The Chapter Safeguarding Lead and Cathedral Safeguarding Advisor participate in the Cathedral Safeguarding Network, which promotes good practice.

Accountability and transparency

9. The Safeguarding Advisory Group reports to Chapter after every meeting and to the Bishop annually. This Group brings together representatives of the Cathedral, School and Cathedral community.
10. In addition to the annual report to the Bishop, Chapter includes a report on safeguarding within its published annual report and financial statements, following guidance laid down by the Church Commissioners.
11. The Social Care Institute for Excellence audited the Cathedral's safeguarding arrangements and reported the outcome to Chapter in August 2019. A safeguarding action plan was produced to strengthen some areas. The implementation of this plan is overseen by the Safeguarding Advisory Group.

Finance and risk

Financial strategy & budgeting

1. The chief officers and the Finance Committee are responsible to Chapter for leading the development of financial strategy and planning.
2. The Cathedral's planning document *The Ministry of our Cathedral* gives the context for financial strategy and budgeting, along with the general economic and social circumstances at the time.
3. In the summer each year, the chief officers work with colleagues to develop a first draft of a budget for the following year, and estimates for the second and third years.
4. These are reviewed, scrutinised and challenged by the Finance Committee and by Chapter, before being approved by Chapter at its November meeting. In periods of very significant uncertainty, the budget is based on a core scenario, supplemented by upside and downside scenarios.

Financial policies & frameworks

5. The Cathedral maintains financial policies and frameworks that are reviewed by the Finance Committee or Audit & Risk Committee as appropriate and approved by Chapter.
6. These are developed with regard to Charity Commission guidance.
7. The principal policies and frameworks are:
 - Reserves policy
 - Investment policy (including ethical considerations)
 - Grant-making policy
 - Policy on accepting and refusing donations
 - Financial control framework

Monitoring & assurance

8. Management accounts and cash flow forecasts are produced each month by the Chief Finance Officer and reviewed by the Chief Operating Officer.
9. Monthly management accounts are supplemented by a finance report, which summarises financial performance, and reports on compliance with the Cathedral's reserves and investment policies and other financial performance indicators agreed with the Finance Committee.
10. The Cathedral's financial position is reforecast on a quarterly basis.
11. The Finance Committee, Chapter and the Senior Management Group each review financial performance at every meeting.
12. The Finance Committee and Audit & Risk Committee have additional roles in reviewing compliance with the principal financial policies and frameworks, and reporting on this to Chapter.

Risk management & insurance

13. The Chief Operating Officer is responsible to Chapter for maintaining a risk register. Charity Commission guidance is followed in the approach taken.
14. The Audit & Risk Committee reviews the risk register twice each year and – following these reviews - advises Chapter on the adequacy of arrangements to identify and manage risks.
15. The chief officers are responsible for arranging appropriate insurance, taking into account the residual risks identified by the risk register. Significant changes to insurance arrangements are notified to Chapter.

External scrutiny & accountability

16. Chapter appoints an external auditor annually on the advice of the Audit & Risk Committee. The Committee is responsible to Chapter for liaising with the external auditors and for evaluating their work.
17. The external auditor attends an Audit & Risk Committee meeting in early December each year (the Cathedral's financial year ends on 31 December) to agree the approach to the audit in the early part of the following year.
18. Audit fieldwork is undertaken in the first few months of the year. The external auditors attend an Audit & Risk Committee meeting in May at which they report on the outcome of the audit. This includes time with Committee members in the absence of the chief officers, in line with good practice.
19. The Audit & Risk Committee reports to Chapter on the outcome of the audit and makes recommendations on the approval of the annual report and financial statements, management letter and letter of representations which Chapter is required to make to the auditor.

Operational management

Conservation, fabric & inventory

1. The Care of Cathedrals Measure 2011 provides the statutory framework for the stewardship of the buildings, fabric and items of importance held by the Cathedral.
2. The Surveyor to the Fabric conducts formal inspections every five years of the Cathedral church building, Prior Crauden's Chapel and other listed buildings in the Cathedral's care.
3. The Director of Conservation & Works is responsible on a day-to-day basis for managing the conservation of the Cathedral, with the advice of the Surveyor to the Fabric and the Cathedral Archaeologist, within boundaries agreed with the Fabric Advisory Committee and Cathedrals Fabric Commission for England.
4. The Chief Operating Officer (as 'Administrator' of the Cathedral for the purposes of the Care of Cathedrals Measure) is responsible for ensuring that Chapter applies appropriately to the Fabric Advisory Committee or Cathedrals Fabric Commission for England for consent when needed. This function is largely delegated to the Director of Conservation & Works.
5. The Chief Operating Officer is additionally responsible for arranging for an inventory to be maintained of moveable items of importance, in line with guidance issued by the National Church Institutions. The Archivist customarily plays a very significant role in this work.
6. The Dean, Chief Operating Officer, Director of Conservation & Works and Surveyor to the Fabric meet each month to monitor conservation, maintenance

and project work affecting the Cathedral's buildings and to ensure that appropriate permissions are sought in good time from relevant regulatory bodies. Papers for these meetings are distributed to the Cathedral Archaeologist for information.

7. The Fabric Advisory Committee is supported in its work by an honorary secretary, who prepares papers for meetings, takes minutes and acts as a conduit for communication between the Cathedral and the Fabric Advisory Committee between its meetings.

Buildings

8. The Cathedral has one of the largest and oldest collection of medieval monastic buildings still in daily use. As well as the Cathedral church building, Chapter has around thirty buildings in its stewardship.
9. The Cathedral's buildings fall into a handful of categories, namely, buildings:
 - in our own use
 - leased to King's Ely
 - leased to residential tenants
 - leased to commercial, office or residential tenants.
10. Cheffins (a professional property management firm) manages the last two categories, on behalf of Chapter.

Events at the Cathedral

11. The framework and annual pattern for events (such as concerts, exhibitions and so on) at the Cathedral is agreed by the Senior Management Group, on the recommendation of an Events Management Group.
12. Agreement for specific events to be held at the Cathedral is agreed at a weekly permissions meeting of the Cathedral's Senior Leadership Team (the Dean,

Residentiary Canons, chief officers, directors, heads and managers), attended by other colleagues and a representative of the Stained Glass Museum.

Health & safety

13. The Cathedral's health & safety arrangements are set out in its health & safety policy, periodically reviewed by Chapter.
14. The Chief Operating Officer is principally responsible to Chapter for the management of the Cathedral's health & safety arrangements. Chapter retains an appropriately qualified 'competent person' to advise Cathedral staff on health & safety law, good practice and their practical implementation.
15. A Safety Co-ordinator is employed by the Cathedral to support colleagues with training in the field of health & safety, to monitor arrangements, resolve issues and ensure that appropriate records are maintained.
16. A Health & Safety Forum provides a route for communication and consultation on health & safety matters between management and colleagues. The Forum's terms of reference are approved by the Senior Management Group, which receives reports from the Forum.

The environment

17. Chapter established an Environment Working Group in 2021 to oversee the Cathedral's efforts to reduce carbon emissions in line with the Church of England's ambition to reduce carbon emissions to net zero by 2030 and to enhance biodiversity within the Cathedral precinct. The Working Group now reports to the Senior Management Group, rather than to Chapter.
18. Chapter's environmental plans are summarised in *The Ministry of our Cathedral*.

Projects pipeline

19. The Chief Operating Officer maintains a pipeline of significant projects (those likely to cost over £5,000) requiring funding.

20. The pipeline is reviewed every two months in a meeting of the Dean, Chief Operating Officer, Chief Finance Officer, Director of Conservation & Works, Director of Fundraising and Executive Assistant to the Dean.
21. The pipeline supports prioritisation between projects and the matching of available funding with demands for funding. It also informs cash flow forecasting and assists with financial planning and budgeting.

Data protection

22. The Chief Operating Officer is principally responsible to Chapter for supporting compliance with data protection laws and good practice.
23. The Chief Operating Officer is assisted in this by a retained professional firm (GRCI Law) which acts as data protection officer and by a project group established in the autumn of 2020 whose remit is to develop the Cathedral's data handling arrangements. This work is supported by the Church of England's Cathedral Sustainability Fund.
24. The Cathedral's principal policies and frameworks in relation to data handling are the:
 - data protection policy
 - high-level data map
 - article 30 records of processing activity
 - information security policy
 - policy on access controls (to Cathedral systems)
 - procedure for responding to requests for data access, deletion, and correction
 - privacy notices.

Sources of guidance

The Church Commissioners

1. The Church Commissioners issue statutory guidance on a wide range of matters to assist Cathedrals in applying the Cathedrals Measure 2021. This guidance is available on the Cathedrals Measure Guidance Portal:
<https://churchofengland.org/cathedrals-measure-portal>
Password: Tr@nsept

The Cathedrals Fabric Commission for England

2. The CFCE publishes online resources at:
<https://www.churchofengland.org/resources/churchcare/cathedral-fabric-commission/advice-and-guidance-cathedrals>

The Charity Commission

3. The Charity Commission issues guidance to Charities, which is available on its website.

NCVO

4. The National Council of Voluntary Organisations provides on its website template policies and examples of good practice. The Cathedral benefits from umbrella membership of the NCVO via the Association of English Cathedrals.

The governance codes

5. The governance codes provide a framework for good practice in the governance of charities and cathedrals.
6. The Charity Governance Code is available online at:
www.charitygovernancecode.org
7. The Cathedral Governance Code is available online from the AEC, below.

The Association of English Cathedrals

8. The Association of English Cathedrals provides information and guidance online at:
<https://www.englishcathedrals.co.uk/>

The Cathedrals Administration and Finance Association (CAFA)

9. CAFA maintains a range of examples of good practice from fellow cathedrals online at:
<https://cathedralcafa.org/>

The Information Commissioner's Office

10. The ICO publishes on its website guidance on good practice in relation to handling personal information.

The Fundraising Regulator

11. The Regulator publishes on its website the code of fundraising practice and other useful information.

The Health & Safety Executive

12. The HSE publishes advice and guidance on its website.

End notes

^{lxix} Statute 4(2)

^{lxx} Constitution, article 11(4)

^{lxxi} Constitution, article 18(2)(f)

