

## THE REPRESENTATIVE BODY OF THE CHURCH IN WALES

A meeting of the Representative Body of the Church in Wales was held via video conference on 4 March 2021.

**Present:** Ex officio members  
*The Archbishop of Wales*  
The Most Reverend J D E Davies

*Chairs of the Diocesan Boards of Finance*  
Bangor: The Venerable M K R Stallard  
St. Davids: Mr N C P Griffin  
Llandaff: Mr M A Lawley  
Monmouth: Mr P E Lea  
Swansea & Brecon: Sir E P Silk

Elected members  
St. Asaph: The Very Reverend N H Williams, Mrs H Wiseman  
Bangor: The Very Reverend K L Jones, Dr H Parry-Smith  
St. Davids: Mrs J A P Hayward, the Venerable P R Mackness  
Llandaff: Mr G I Moses (present for items 21/05 to 21/10), the Venerable M Komor  
Monmouth: Miss P R Brown, the Venerable J S Williams  
Swansea & Brecon: The Venerable A N Jevons, Mr J M Watson

Nominated members  
Mr R Davies  
Mr T O S Lloyd

Co-opted members  
Mr J J Turner (Chair)  
Mrs J Heard

**Apologies:** Apologies were received from Mr Peter Kennedy.

**In attendance:** The following members of staff were present for the whole meeting: the Chief Executive, the Head of Finance, the Head of Legal Services, the Head of Property Services, the Governance Officer and the Executive Assistant.

**Trustee training:** The meeting was preceded by a session of training for the trustees led by Adam Halsey and Jane Askew from Haysmacintyre, the Representative Body's external audit firm. The training focussed on the Charity Commission's expectations, roles and responsibilities of trustees, the Charity Commission's Governance Code and the management of conflicts of interest and conflicts of loyalty.

**Prayers:** Opening prayers were led by the Venerable Mike Komor.

**Conflicts of interest:** All clergy present declared that they had an interest in the items on the segregation of the Clergy Pension Scheme (item 21/12) and

clergy well-being (item 21/12). All members of cathedral Chapters declared that they had an interest in the funding of cathedrals (item 21/10). Mrs Jane Heard and Mr Geoff Moses noted that they had interests in committee membership item (item 21/09) as it was proposed they be appointed committee Chairs: it was agreed they would withdraw from the meeting for the discussion of their respective appointments.

## **Minutes of the meeting of 26 January 2021**

21/05

The minutes of the previous meetings were agreed as a true record. The minutes would be signed by the Chair as soon as possible after COVID-19 movement restrictions were eased. Various matters arising from the minutes were noted.

## **Summary of committee activities**

21/06

The Representative Body noted the updates provided by each of its committees.

## **Representative Body membership**

21/07

The Governance Officer updated the Representative Body on its membership.

### Ex officio membership

It was noted that a vacancy had arisen within the *ex officio* membership following Mrs Lis Perkins stepping down as Chair of the Standing Committee. The Standing Committee had elected the Archbishop as its Chair: as the Archbishop was already an *ex officio* member of the Representative Body a vacancy had ensued.

### Nominated membership

A vacancy was also noted amongst the Representative Body's nominated membership following the co-option of Mr James Turner from 1 January 2021 – Mr Turner had previously been a nominated member.

The Representative Body had found it useful previously to retain a vacancy within its membership to allow a mechanism for an additional member to be appointed in the future.

### Summary

Following discussion the Representative Body:

- i. Noted the vacancies within its membership; and
- ii. Agreed to retain the vacancy within its nominated membership category *pro tempore* to facilitate the future appointment of an additional member of the Representative Body.

## **Election of the Representative Body deputy-chair**

21/08

The Chair introduced the election of the Representative Body's deputy-chair. Nominations had been sought in advance of the meeting and it was confirmed Mrs Hilary Wiseman had been nominated and seconded for election.

Mrs Wiseman left the meeting while the Representative Body discussed her election.

Following discussion, the Representative Body unanimously elected Mrs Hilary Wiseman as its deputy-chair for the triennium.

Mrs Wiseman returned to the meeting.

## **Committee membership, powers and duties**

21/09

The Governance Officer introduced a comprehensive paper setting out the membership, membership criteria, powers and duties of each of the Representative Body's six committees. The Representative Body was invited to review the composition, powers, duties and membership of its committees at the beginning of the new triennium.

The *pro forma* on which the powers, duties and other details of each of the committees were set out had been introduced at the beginning of the previous triennium, in 2018.

### **i. Powers and duties**

The powers and duties of each of the Representative Body's committees were reviewed with some minor amendments to the details of the Audit and Risk Committee suggested.

No substantive alterations to a committee's powers and duties were proposed. It was noted that, if necessary, committees may propose alterations to their powers and duties during the triennium for the Representative Body's consideration.

### **ii. Composition of Committees**

The current composition of the Representative Body's committees was noted:

- Investment
- Property
- Audit and Risk
- People
- Training, Formation and Ministerial Development
- Cathedrals and Churches Commission.

The absence of a committee dedicated to finance matters, including monitoring expenditure, medium and long-term planning of expenditure and development of the annual budget and budgetary principles, was noted. It was felt a committee to fulfil such a role would be a very helpful and positive development and it was agreed that an additional committee, to be known as the Finance Committee, be formed accordingly.

Practical details, membership principles and powers and duties for the Finance Committee would be drafted for consideration by the Representative Body at a future meeting.

### iii. Committee Chairs

The Governance Officer explained it was necessary for the Representative Body to consider the appointment of new Chairs to two of its committees.

- Investment Committee

Mr James Turner, Chair of the Investment Committee, had indicated he wished to step down as the committee's Chair, although he was willing to remain a member of the Committee.

The Committee's membership criteria stipulated that at least two members of the Committee were also required to be members of the Representative Body: currently Mr Turner was the only member of the Committee who was also a trustee.

It was proposed that Mr Geoff Moses, currently Chair of the Audit and Risk Committee, be appointed as Chair of the Investment Committee. (Mr Moses would step down from the Audit and Risk Committee.) Mr Moses left the meeting while his nomination was discussed: his considerable experience as a member of the Representative Body and his knowledge of its current financial landscape, as well as his experience and professional qualifications, were acknowledged.

Following discussion, the Representative Body unanimously appointed Mr Moses to the Investment Committee and appointed him as the Committee's Chair for the remainder of the triennium.

- Audit and Risk Committee

Mr Moses's stepping down from the Audit and Risk Committee created a vacancy in the membership of that committee and in its Chair. It was proposed that Mrs Jane Heard be appointed as the Committee's Chair.

Mrs Heard left the meeting as her nomination was discussed.

Mrs Heard's professional background as a chartered certified accountant and wide-ranging experience with other charities and organisations were noted. The Representative Body unanimously appointed Mrs Heard to the Audit and Risk Committee and appointed her as the Committee's Chair for the remainder of the triennium.

- Other committee Chairs

No changes to the Chairs of the Representative Body's other committees were proposed and their re-appointment was confirmed:

- Mr Rod Davies as Chair of the Property Committee;
- Mr Thomas Lloyd as Chair of the Cathedrals and Churches Commission;
- Mr Peter Kennedy as Chair of the People Committee;
- The Archbishop as Chair of the Training, Formation and Ministerial Development Committee.

iv. Committee membership criteria

The Representative Body reviewed and confirmed the membership criteria of each of its committees and considered two specific proposals for changes.

- Investment Committee

The Investment Committee had proposed that its membership increased from 9 members to 10, which was approved by the Representative Body. The requirement for at least two members of the Committee to also be trustees of the Representative Body would remain.

To fill this additional position within the Committee it was proposed Mr Geraint Davies was appointed to the Committee. Mr Davies was a chartered accountant and had held many positions in the voluntary and charitable sectors in Wales over a 40-year period.

Following discussion, the Representative Body appointed Mr Davies to the Investment Committee for the remainder of the triennium.

- Cathedrals and Churches Commission

The Representative Body was reminded that the powers, duties and membership criteria of the Cathedrals and Churches Commission were set out within the Cathedrals and Church Commission Rules within Volume II of the Constitution. The Constitution stipulated that membership of the Commission operated on a five-year term rather than a three-year term.

It was proposed that arrangements be made to amend the Constitution to change the membership term of the Commission to a three-year term, thus bringing it into line with the Representative Body itself and its other committees.

The Representative Body noted that such a change would have no impact on the operation of the Commission and the Chair of the Commission, Mr Thomas Lloyd, expressed his support for this proposed change.

The Representative Body endorsed the proposed change to the membership cycle of the Commission and arrangements to effect the necessary change to the Constitution would be put in place.

v. Committee membership

The Governance Officer set out the proposed membership for each of the Representative Body's committees for the triennium: it was noted that some committees had proposed to retain vacancies in case a need for specific expertise was identified in the future.

The membership provision for each committee was agreed and the re-appointment of committee members confirmed. In response to some vacancies within committee memberships, the following members of the Representative Body were appointed to committees:

- The Very Reverend Nigel Williams to the Audit & Risk Committee;
- The Venerable Mike Komor to the Property Committee;
- Mrs Judith Hayward to the Training, Formation and Ministerial Development Committee; and
- Mr John Watson to the People Committee.

Each committee was invited to appoint its own deputy-chair.

The membership of the Representative Body's committees was confirmed as follows:

Investment Committee (up to 10 members with a minimum of 2 Representative Body members)

- Chair: Mr Geoff Moses
- Other RB members: Mr James Turner
- Other members: Mr Richard Anning  
Mr Graham Davies  
Mr James Fox  
Mr David Myrddin-Evans  
Mr Roger Page  
Mr James Minett  
The Reverend Canon Ian Rees  
Mr Geraint Davies
- Vacancies None

(The Audit and Risk Committee Chair also had the right to attend as an observer.)

Property Committee (up to 11 members with Representative Body and lay majorities and at least one member per diocese)

- Chair: Mr Rod Davies
- Other RB members: The Very Reverend Kathy Jones  
The Very Reverend Nigel Williams  
The Venerable Alan Jevons  
The Venerable Mike Komor  
The Venerable Paul Mackness  
The Venerable Jonathan Williams
- Others: Mr Edgar Jones  
Mr D Anthony Williams  
Ms Menna Gerrard  
Mr Christopher Clarke
- Vacancies None

People Committee (up to 10 members with Representative Body and lay majorities)

- Chair: Mr Peter Kennedy
- Other RB members: Mr Nick Griffin  
The Venerable Alan Jevons  
Mr John Watson  
Mrs Hilary Wiseman
- Others: The Right Reverend Gregory Cameron

Mrs Barbara Harding  
Mr David Halse  
Mr Colin Francis

- Vacancy One

Audit and Risk Committee (up to 5 members with at least one RB member)

- Chair: Mrs Jane Heard
- Other RB members: Mr Michael Lawley  
The Very Reverend Nigel Williams
- Others: Mr Vaughan Jones  
Ms Laura Jones
- Vacancies None

Cathedrals and Churches Commission (up to 6 members plus a Chair)

- Chair: Mr Thomas Lloyd
- Others: The Right Reverend Wyn Evans  
Mr Julian Orbach  
Dr Bob Silvester
- Mr Peter Welford  
Ms Judith Leigh
- Vacancies One

Training, Formation and Ministerial Development Committee

- Chair: The Most Reverend John Davies
- Other RB members Miss Paulette Brown  
Mrs Judith Hayward
- Others: Other members were appointed by the Bench, co-opted by the Committee itself or were members *ex officio* (the diocesan directors of ministry).
- Vacancies None

vi. Delegation of authority to committee Chairs

The Governance Officer reminded the Representative Body that authority was delegated to some committee Chairs to allow them to approve certain areas of work on the committee's behalf between meetings.

The Representative Body reviewed and re-confirmed the delegated authority currently held by the Chairs of the Investment Committee, the People Committee and the Property Committee.

vii. Quorum

The quorum that the Representative Body had previously set for itself – ‘over 50% of members’ – was reaffirmed, and it was agreed that the same principle should apply to its committees.

viii. Summary

In summary, the Representative Body:

- Reviewed and approved the powers and duties of its committees;
- Endorsed its committee structure, agreeing to form an additional committee that would be its Finance Committee;
- Reviewed and confirmed the membership criteria for each of its committees, agreeing to increase the total membership of the Investment Committee to 10 members;
- Initiated a change to the Cathedrals and Churches Commission Rules within Volume II of the Constitution to change the membership term of the Commission from five years to three years;
- Appointed Mrs Jane Heard as Chair of the Audit and Risk Committee and Mr Geoff Moses as Chair of the Investment Committee;
- Re-appointed the Chairs of the remaining committees;
- Invited all committees to appoint their own deputy-chairs;
- Confirmed the membership of each of its committees;
- Reviewed and re-confirmed the authority delegated to the Chairs of the Property, Investment and People committees; and
- Re-affirmed its quorum and the quorum of its committees.

## **Funding of cathedrals**

21/10

### Introduction

The Archbishop reminded the Representative Body that in November 2019 (minute 19/52) it had established a small working group of trustees and staff to consider in detail the funding of the Church in Wales’s cathedrals. The working group had prepared a report with recommendations which the Archbishop, as Chair of the working group, introduced, thanking the working group’s members for their involvement. It was noted that, as part of its work, the working group had visited all six cathedrals and had discussed the details of the report with the deans prior to its presentation to the Representative Body.

The deans present indicated their support for the report and their appreciation for the working group for the collaborative way in which it had undertaken its work.

### The report

The Archbishop explained the working group’s recommendations were crafted from the conviction that the cathedrals were subject to greater expectations from dioceses, the province and the public than even the largest and busiest parish churches: in order to fulfil such expectations cathedrals required greater staffing and support. The report noted that while each of the six cathedrals were very different in terms of scale and context, with each having its own particular pressures, the working group had felt that all would benefit from improved administrative and business development support.



Current arrangements for the funding of cathedrals as part of the Block Grant were complex. It was noted that cathedrals' intrinsic relationships with their respective dioceses were vital and the working group expressed concern about placing additional financial pressure on diocesan finances if efforts to increase funding to cathedrals were made via the Block Grant. The working group's recommendations therefore focussed on the provision of additional provincial support.

The report explored areas where additional funding would help support the cathedrals' mission and ministry. The report also noted fabric repairs and improvement works identified within architects' quinquennial inspection reports were significant with approximately £3million needed to be sourced by the cathedrals over the next five years merely to address the most pressing repairs and safety-related matters. The working group stressed that the cathedrals attracted no secular funding and any additional funding had to be sourced via the application for and subsequent awarding of grants.

### Funding

The working group's recommendations for the provision of provincial funding to the cathedrals totalled approximately £3.4million over the next five years and are summarised below.

- Staffing

Core clergy posts for the cathedrals were funded via the Block Grant and there was no recommendation that this arrangement should change. The working group acknowledged however that in order for cathedrals to flourish each cathedral should have, in addition to the core clergy posts, a minimum staff of a director of music, a vergers and an administrator or chief operating officer. It was recommended that the Representative Body provided £53,000 to each cathedral per annum for the next five years to provide funding towards these posts.

- Project development

The working group recognised the advantage of time-limited support for the formulation of developmental projects at the cathedrals, work which would improve the underlying financial position of the cathedrals. Such work should be carefully planned and managed to ensure optimal outcomes and recommended the Representative Body provide grant funding of up to £13,000 per cathedral, per annum for a period of up to three years, with such funding being awarded on the basis of the submission of detailed proposals via an application process.

- Fabric repairs and quinquennial inspections

The working group recommended the Representative Body established a £1.5million grant fund for a five-year period which would provide approximately 50% of the funding required for the cathedrals' most pressing fabric repair and safety-related works. The allocation of such grants would be based on need and the precise mechanism for allocation would be considered in due course. Match funding would need to be sourced by the cathedrals via fundraising or by securing additional grants from external organisations.

In addition, the working group recommended that the cathedrals' quinquennial inspections were provided in a uniform format to aid consistency and allow easier identification of necessary works. It was recommended the Representative Body provided up to £5,000 for each cathedral to procure quinquennial inspections during the next five years.

- Continued communication

The working group was pleased that the review process had improved collaborative working between the deans and provincial staff and urged this relationship to continue, to aid learning, support and opportunities for further development, as a complement to the deans' relationships with their dioceses.

### Discussion

Discussion followed during which the principles of the report were strongly supported. Some concern was expressed about the financial implications of the recommendations and their affordability, particularly if the Representative Body was to remain within the boundaries of its 3.5% distribution rate of expenditure. The funding arrangements for the cathedrals was however noted as being both important and pressing and the provision of the additional support now it would lead to a stimulation of activity which would help the cathedrals' future resilience and overall financial health.

### Summary

Following discussion, the Representative Body:

- i. Accepted the recommendations included within the working group's report;
- ii. Instructed the Finance Committee, upon its formation, to examine the report's recommendations within the context of the Representative Body's broader financial commitments; and
- iii. Requested provincial staff to prepare, as a matter of urgency, a plan for the implementation of the report's recommendations, informed by the Finance Committee's comments and advice.

### **Protocols of operation**

21/11

The Governance Officer introduced a paper which included various items relating to the operations of the Representative Body.

### Powers and duties of the Representative Body

The trustees were reminded that work had been undertaken to set out the powers and duties documents of the main structural bodies of the Church in Wales. A document expressing the current powers and duties of the Representative Body, updated following an initial discussion in September 2020 (minute 20/68), was reviewed. It was noted that the powers and duties of the Representative Body should be considered as being under ongoing review to ensure they remained fit for purpose with amendments made as necessary.

The trustees endorsed the Representative Body's powers and duties document.

### Sharing protocols

The Representative Body noted the long-standing arrangement of sharing Representative Body meeting papers with the bishops and diocesan secretaries for their information. Papers that dealt with particularly sensitive people-related matters or matters of legal privilege were deemed to be confidential to the Representative Body and were not shared beyond the trustees.

Discussion followed during which it was noted that it would be extraordinary to stop sharing Representative Body papers with the bishops and diocesan secretaries, which was considered an important aspect of collaborative working.

The Representative Body agreed the established practice of sharing meeting papers with the bishops and diocesan secretaries should continue, with papers being withheld from such circulation if necessitated by particular matters of confidentiality or legal privilege.

### Welsh language

The Representative Body's attention was drawn to a preliminary report from the provincial Welsh Language Group which had been reviewing the implementation of the 2012 report *Pob un yn ei iaith ei hun* (*Each in his own language*) which was adopted by the Governing Body in 2013. The Group wished to consult as widely as possible within the Church in Wales to establish how each constituent part uses Welsh as part of its work.

The Representative Body considered its own use of Welsh. The minutes of Representative Body meetings were provided in both English and Welsh but meeting papers were in English only. Meetings themselves were conducted in English: it was noted that while, in years past, a simultaneous translator had attended meetings to allow members to make oral contributions in Welsh, this had been discontinued due to sparse use being made of the service.

Discussion followed, after which the Representative Body agreed:

- Meetings would continue to be conducted in English with no provision of simultaneous translation;
- Minutes would continue to be provided in both English and Welsh; and
- Meeting papers would continue to be produced in English.

The Representative Body would periodically review its use of Welsh.

### Representative Body's report to the Governing Body

The Governance Officer explained that the Representative Body currently reported to the Governing Body annually and that the format of this report was usually the provision of the collated minutes for all meetings held during the previous twelve months, with an oral report from the Chair which highlighted matters of particular importance or significance. This format was reviewed and discussed.

Discussion followed where it was noted that although it was important, in the interests of transparency, to ensure that the minutes of the Representative Body's meetings were made available publicly, the current format of reporting was not ideal. It was felt a presentation by the Chair would aid the Governing Body's understanding of and engagement with the work of the Representative Body, possibly supplemented by a simple summary report.

The possibility of including Representative Body reports at each Governing Body meeting was also suggested.

The public availability of the minutes was noted as something that should continue, and it was suggested that minutes be made available on the Church in Wales website following their approval by the Representative Body.

### Trustee declarations and conflicts of interest register

All members were asked to review and update their registers of their conflicts of interest and, if they were able, to re-confirm their trustee eligibility as part of the annual reviews.

### **Clergy Pension Scheme segregation**

21/12

[Redacted from public minutes – confidential business].

### **Clergy well-being**

21/13

The Representative Body was reminded that at its meeting in June 2019 (minute 19/30) it had discussed the Clergy Remuneration Review Working Group's May 2019 report *Supporting the Mission of the Church in Wales in the 21<sup>st</sup> Century*. That report had included, in its 'supporting ministry' section, (section E), two recommendations concerning clergy well-being which the Representative Body had referred to archdeacons' group for detailed consideration. The archdeacons had produced a report accordingly, which was discussed.

### The report

The archdeacons' report included recommendations relating to provincial human resources provision; support for training, mentoring and supervision of clergy; the reform of aspects of the discernment process to intervene and address formational problems identified to help reduce well-being related problems later in ministry; and how best to deal with issues of clergy competence and discipline.

It was acknowledged that since the report had been prepared there had been developments in some of the areas that were subject of recommendations. A Director of Human Resources had recently been appointed and a provincial ministry development review (MDR) scheme initiated.

### Current work

Speaking on behalf of the archdeacons' group, the Venerable Paul Mackness explained that the report had already been shared with the Bench of Bishops and that a small working group of archdeacons would work with the Bishop of Bangor and the Bishop of Monmouth to discuss the implementation of the report's recommendations. The working group would be joined by the Director of Human Resources when in post and would engage other individuals, including the Principal of St. Padarn's Institute and the Chair of the Provincial Discernment Panel, as appropriate.

### Conclusion

The Representative Body endorsed and noted the report, acknowledging the archdeacons' work. It was agreed the report would be formally passed to the Bench of Bishops for implementation: the Representative Body would be consulted if the implementation of the report's recommendations were to result in any financial implications.

## **OneFamily Clergy Additional Voluntary Contributions (AVC) scheme**

21/14

The Head of Legal Services introduced this item and reminded the Representative Body that discussions with HMRC were ongoing to determine the liability arising from the overpayment of tax-free lump sums paid from the OneFamily clergy AVC scheme to clergy pensioners between 2007 and 2019 by the AVC scheme administrator, and that a serious incident report had already been made to the Charity Commission. (See also minutes 20/34, 20/70 and 20/76 from the Representative Body's meetings in April and September 2020.)

The Head of Legal Services explained an interim response from HMRC had been received, indicating that affected scheme members would be liable for a tax liability of approximately £600,000. Additionally, the Representative Body would be liable for a sanction of approximately £440,000, which could be reduced to approximately £163,000 if the Representative Body were to promptly settle the affected scheme members' liabilities in full and promptly. The sanction charge could be waived entirely, at the discretion of HMRC.

It was noted that no figures had yet been confirmed and there had been no formal demand from HMRC for payments of the affected scheme members' tax liabilities, or any sanctions, to be made. Discussions with the Representative Body's external advisers continued. When a definitive response was received from HMRC and a total liability was confirmed consideration would be given to pursuing a negligence claim against OneFamily.

Discussion followed, after which the Representative Body confirmed it would be willing to meet any additional tax liabilities arising from this matter for any member of the OneFamily AVC scheme affected.

The Representative Body noted the situation and would be kept abreast of further developments.

## **Draft outturn 2020**

21/15

The draft outturn for 2020 was introduced by the Head of Finance.

It was reported that the deficit for 2020 was £10million, compared to an original budgeted deficit of £2.8million; expenditure was £20.7million, compared to an original budget of £15.3million. The additional financial support provided to dioceses during 2020 due to the COVID-19 pandemic, together with reduced stock exchange income, had resulted in the difference between the 2020 budget and the outturn.

The Head of Finance explained the additional funding provided in 2020 had meant that the money market deposits held by the Representative Body reduced from £15million to £7million over the course of 2020 and it was forecast that this would be fully expended by June 2021. Therefore, with reduced dividend income, £10million would need to be drawn from stock exchange securities during 2021 to provide continuing cashflow for the Representative Body's operations, including the provision of additional financial support to dioceses and the paying out of grant funding awarded via the Evangelism Fund. Further divestments from stock exchange securities were expected to be necessary in the coming years.

The Representative Body noted the draft outturn for 2020: final figures would be presented to its next meeting, in June.

## **Budget 2022**

21/16

### Introduction

The Chief Executive reminded the Representative Body that at its meeting in November 2020 (minute 20/82) it had supported the preparation of the annual provincial budget to begin earlier in year to allow the trustees greater opportunity to provide strategic guidance to the overall shape of the budget prior to detailed work being undertaken by provincial staff. It was noted that the separation of the Clergy Pension Scheme (see minute 21/12) and the Representative Body's financial liability in the resolution of the OneFamily clergy AVC scheme (see minute 21/14) would impact on the budget for 2022 but, as this impact was currently unclear, some working assumptions had been made for the time being.

At its meeting in November 2019 (minute 19/44) the Representative Body had agreed a distribution rate of 3.5% for the purposes of planning its expenditure. This rate was not necessarily fixed and could be exceeded should the trustees wish to do so.

The Chief Executive outlined three fundamental principles and a range of assumptions upon which the budget would be developed, which were discussed by the Representative Body.

It was noted that clarity of the distinction between structural funding contained within the budget and funding that was subject to greater flexibility and discretion would be helpful. It was felt that the consideration of such a distinction, the degree of flexibility desired in certain areas of spending, was an area of work that could be assigned to the Finance Committee which, earlier in the meeting, the Representative Body had agreed to convene (item 21/09).

### Discussion

Discussion followed during which it was noted that clarity between structural funding within the budget and funding that was subject to greater flexibility and discretion would be helpful. It was felt that the consideration of such a distinction, the degree of flexibility desired in certain areas of spending, was an area of work that could be assigned to the Finance Committee which, earlier in the meeting, the Representative Body had agreed to convene (item 21/09).

It was also noted that the principle of intergenerational fairness should not lead to the establishment of a financial position that would create a wealthy, but depopulated church.

Following discussion, the Representative Body endorsed the budget principles and assumptions which would also be considered in greater detail by the Finance Committee.

## **Digitisation of paper records**

21/17

The Head of Communication and Technology was welcomed to the meeting and introduced a comprehensive paper which set out a detailed proposal for the systematic digitisation of the vast number of paper records (approximately 25 million documents) held by the Representative Body. Paper records included general correspondence, property, legal and finance-related documents, property title deeds and governance-related papers and minutes.

### Current situation

The paper records consisted of approximately 8,500 live files which were in regular use and held at the provincial office. The remaining documents were held at the Maltings storage facility in Cardiff and could be recalled for use as necessary, although it was noted that it was possible a proportion of the documents held at the Maltings were likely never to be needed again and could be considered redundant.

The Head of Communication and Technology explained that the cost of the Maltings storage facility varied annual depending on the number of documents recalled, but the costs during 2020 totalled around £19,000. Additionally, there was a spatial cost in terms of the commitment of useful space within the provincial office to holding paper records and the cost of staff time in the administration of paper records, including managing documents' retrieval from and return to the Maltings.

Digitising the current paper records would, in time, both reduce the physical storage requirements within the provincial office and the amount of staff time needing to be dedicated to their management and administration.

### Digitisation proposal

The COVID-19 pandemic had required provincial staff to work from home, but staff whose roles were particularly dependent on paper-based records had found such a working arrangement inconvenient. Holding such records in digital format and within a web-based document management system would allow them to be accessible from anywhere and thereby reduce location dependency equally for all staff.

It was therefore proposed that the paper records held by the Representative Body be systematically scanned and stored digitally in a cloud-based system. Scanning would be undertaken using high specification scanning equipment that was able to process high volumes of documents accurately at high speed. Digital documents would be searched using official character recognition (OCR) retrieval system, which was capable of reading both printed text and cursive script, in English and Welsh.

The project was estimated to take around five years and would be overseen by a small project team led by the Head of Communication and Technology supported by the Head of Property Services and the Head of Legal Services. The project team would devise the detailed programme of the project including priorities, policies and protocols for retention of documents and disposal of scanned documents.

It was noted a significant part of the project would be to change existing working culture which was currently, necessarily, orientated towards paper-based documentation and administration: an overhaul of working practices for some staff would be required. Part of the project would be to ensure proper training for all relevant staff.

### Equipment and costs

The Head of Communication and Technology set out in detail the costs of the proposed digitisation project:

- Scanner

The majority of the documents to be digitised were A3 or A4 sized paper or smaller meaning a standard-sized scanner could be used and, to take advantage of the technical support available, it was proposed the scanner was procured on a lease arrangement. To scan documents that were larger than A3 size use of specialised equipment would need to be arranged on a short-term basis, when necessary.

The company Solutions in Technology was the preferred contractor for the provision of the scanning hardware, the monthly rental cost of which was £226 (including VAT) with a total cost over a five-year period of £13,560.

- Software

A bespoke layer of software was necessary enable various elements of technical functionality and to act as a bridge between the scanner and the data storage system. The preferred software was Document Navigator which was available on a rental arrangement at a cost of £260 (including VAT) per month with a total cost of a five-year period of £15,600.

- Document management system

Microsoft SharePoint, software used widely within the Church in Wales, was the preferred software to facilitate the search and retrieval functions necessary. As sufficient software licences were already in place this function would be provided as part of current provision.

- Additional software

Additional software would be necessary to allow digital data to be conveniently and quickly saved as part of the document management system. A preferred piece of software for this function had not yet been identified, but it was estimated around 20 licences for use would be necessary costing approximately £1,000 per annum.

- Project staff

The recruitment of an additional member of staff to support the project and manage the scanning and archiving of scanned material would be necessary. It was proposed a member of staff was appointed on the basis of a one-year temporary contract (initially), at a cost of approximately £30,000 per annum.

- Total costs

The total cost of the project would be approximately £60,000 over a five-year period. Depending on the retention and disposal protocols developed by the project team the volume of retained paper records would reduce over time, thus reducing storage costs. Efficiencies in use of staff time would also follow.

## Discussion

Discussion followed, during which support for the project was expressed. It was noted that no documents of historical importance would be disposed of or destroyed: documents of historical significance would either be retained or deposited with the National Library of Wales. Protocols for the disposal of documents following their being scanned were to be



developed by the project team: it was not intended for documents to be destroyed immediately after their being scanned.

### Conclusion

Following discussion, the Representative Body endorsed the proposals, authorising the commitment of additional expenditure to the project.

The Head of Communication and Technology left the meeting.

### **Sales of consecrated property**

21/18

In accordance with Chapter III, section 23(2) of the Constitution, the Representative Body authorised the sale of the following consecrated property:

B.243 - the former St. EUGRAD'S church, Llaneugrad

L.712 - the former St. Catherine's church & hall, Neath

### **Use of the Representative Body Seal**

21/19

It was reported that the Representative Body Seal had been used from numbers 36666 to 36709 inclusive. As a result of the COVID-19 pandemic and the meeting taking place by video conference, it was not possible for members to inspect the Seal Register in the usual way. Photographs of the relevant pages of the Seal Register were available on request.

### **Deemed business**

21/20

The Representative Body noted the minutes of committee meetings that had taken place since its last ordinary meeting in November 2020.

### **Other business**

21/21

The Chief Executive drew the attention of the trustees to the Cyber Essentials Certification that St. Padarn's Institute was required to hold in order to meet the terms and conditions of holding the contract to train Ministry of Defence chaplains. This certification needed to be endorsed at board level within the training organisation.

The Representative Body gave the Chief Executive permission to sign the document on its behalf.

### **Next meeting**

The Chair confirmed the Representative Body's next ordinary meeting was scheduled to take place on Monday 14 June 2021.

The Chair also noted the upcoming joint meeting of the Representative Body, Standing Committee and Bench of Bishops taking place on the 23 March 2021.

## **Retirement of the Archbishop**

The Chair noted that this was the Archbishop's last Representative Body meeting prior to his retirement in early May, thanking him on behalf of the Representative Body for his support and guidance during his time as a trustee, along with his work to bring the Representative Body, Standing Committee and Bench of Bishops into closer collaboration to plan for the future of the Church in Wales.

## **Closing prayers**

The Archbishop closed the meeting with prayer.