

Bangor Cathedral Oversight Board

Meeting 6 October 2025, via video conference

Present: Professor Medwin Hughes (MH) (Chair)
Matthew Corbett-Jones (MC-J)
Henry Gilbert (HG)
Judi Hayward (JHa)
Jane Heard (JHe)
Bishop David Morris (+DM)
The Reverend Canon Professor Peter Neil (PN)

Guests: Archbishop Cherry Vann

Apologies: Professor Timothy Wheeler (TW)

In attendance: Simon Lloyd (SL)
The Very Reverend Dr Manon James (MJ)
Deborah Tugwell (DT)
John Davies (JD)

**ACTION
BY:**

1 Opening prayers

MJ opened the meeting with prayer.

The Chair welcomed the Archbishop to her first meeting of the Oversight Board.

2 Minutes of the meeting held on 9 September 2025 and progress statement

The minutes of the previous meeting were reviewed and approved for publication, as was the public statement. It was noted that while the Oversight Board minutes and public statements were published on the Bangor Cathedral website they were difficult to find. Arrangements would be made for their location on the website to be changed. The Oversight Board minutes and public statements would also be published on the provincial website. **DT**

3 Matters arising

Various matters arising from the minutes were discussed.

MJ informed the Oversight Board that the role of Chief Operating Officer was to be recast as an Operations Manager. Discussion followed and while it was acknowledged that recruiting to other roles during a redundancy consultation was not ideal it could be done, particularly as the roles concerned were significantly different. The Oversight Board recognised the strategic importance of the Operations Manager role to the work being undertaken at the cathedral at present and suggested recruitment to the post was expedited.

4 The Dean's update

MJ presented a detailed verbal update on her first month in post as Dean and outlined the various challenges of the role, which were discussed. The challenges faced were significant and complex and included human resources-related issues as well as financial and strategic ones.

The Oversight Board discussed how it could provide support to MJ as she and others at the cathedral navigated such challenges.

Culture was the area of focus for the meeting so was discussed in detail. The need for culture change at the cathedral was emphasised with it being noted that successful change to culture could not be imposed, it must be modelled and absorbed from the bottom of the cathedral community upwards through the organisational structure.

Setting benchmarks for culture change, possibly making use of pre-existing principles such as the Nolan Principles and those outlined by the thirtyone:eight organisation. Modelling appropriate behaviour was vital as a first step and reflection on frameworks of good behaviour should be discussed with all in senior positions within the diocese. Use of external assistance may be appropriate.

Culture change was something which the Governing Body was currently engaging with and work was being undertaken on a provincial level accordingly.

The Archbishop noted that she was to meet with senior diocesan staff in November.

5 Safeguarding update

MJ updated the Oversight Board on safeguarding-related matters and she had had further meetings with safeguarding staff to discuss ongoing casework.

Compliance with safeguarding requirements was now better but improvements to the general safeguarding culture and awareness continued.

Further work was being undertaken on the Choir Handbook.

It was felt that it would be helpful for the Oversight Board to meet with safeguarding staff on a regular basis (possibly every third meeting) to keep abreast of safeguarding-related issues.

DT

6 Capacity building within the diocese of Bangor

SL updated the Oversight Board on matters within the wider diocese. Support continued to be provided by provincial staff,

particularly in areas of safeguarding and finance: the Director of Finance had worked closely with diocesan staff to prepare a draft diocesan budget for 2026. The Diocesan Secretary in the diocese of Monmouth and her staff were providing support in terms of the day-to-day running of the diocese and had helped organise the recent Diocesan Conference.

The Diocesan Conference had agreed a diocesan budget with a considerable deficit.

Discussion followed. The toll being taken on diocesan staff was noted and the Oversight Board acknowledged the significant support being provided by other parts of the Church in Wales. The additional capacity being provided needed to continue at least for the time being. Joanna Thomas, the Diocesan Director of Education in the diocese of Bangor, had agreed to act as interim Diocesan Secretary to provide stability and interim leadership to the diocesan staff but longer-term strategic leadership was needed.

7 Bangor Cathedral Choir

The Oversight Board was updated on matters relating to the cathedral choir. It was confirmed the choir had been invited to return following its month-long pause with some of the lay clerks returning. The organist was currently providing leadership to the choir in the Director of Music's absence.

8 Action plan and update of actions by the Chapter and the Implementation Group

The updated action log was reviewed and noted. The Implementation Group was discussed, particularly the membership of the Group which it was felt needed to be reviewed by MJ and the Archbishop to ensure it remained suitable.

Date of next meeting

MH confirmed the Oversight Board would next meet on Monday 3 November at 18.00, via video conference.

It was agreed communication would be the area of focus for the meeting and relevant staff would be invited to attend the meeting accordingly. **DT**

Closing prayers

PN closed the meeting in prayer.