

3 July 2024

Our Ref: PR/40009/00002

Dear Cathedral Community

### **Bishop's Review under the Cathedrals Measure 2021**

Bishop Philip has asked me, on behalf of the law firm Winckworth Sherwood LLP, to lead a review of Winchester Cathedral under section 9(6) of the Cathedrals Measure 2021. A Bishop's review is a useful tool of engagement that enables a Bishop to enquire into certain matters relating to the way a cathedral is being governed.

This letter is to introduce myself, to let you know about the scope of the review, and to tell you how you can contact the review team.

The review has been warmly welcomed by the Dean and the Chapter. I look forward to working with them and the rest of the leadership team, as well as other members of the Cathedral community.

As the review progresses, it is envisaged that other review team members and experts will be brought on board to provide assistance, second opinion, advice and challenge to the review process and to its conclusions. A brief biography of my own experience is given below at the end of this letter.

The Terms of Reference for the review are as follows:

To conduct a review and make recommendations to the Bishop concerning:

- 1) The **leadership** and **management** of the Cathedral's choirs to include consideration of recent HR decision making and communications;
- 2) The **culture and behaviours** of the Chapter and Cathedral and the extent to which this affects Cathedral operations, specifically in relation to the Cathedral's choirs;
- 3) Cathedral **decision making** processes and, in particular, the processes by which the Chapter **manages risk** and **critical issues**;
- 4) **Governance** structures and the efficacy of **leadership** at Chapter level.

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The methodology for the review includes the following:

- 1) The review is to be carried out in accordance with applicable Church Commissioners' Guidance on the Bishop's Review under the Cathedrals Measure 2021.
- 2) The review should engage with relevant stakeholders including the Cathedral's clerical leaders, the Senior Leadership Team, current and previous members of the Chapter, current and previous members of the music department, the Cathedral's communications advisor and HR advisor and parents of choristers.
- 3) The review should be conducted expeditiously, aiming to produce a draft report within 3 months of commencement.
- 4) As set out in the draft Church Commissioners' Guidance, the final report is to be confidential to the Bishop, however the Bishop must provide the Chapter with a report setting out any conclusions or recommendations resulting from the review and a copy of this report should be provided to the Church Commissioners.
- 5) In accordance with the draft Guidance, it is not intended that the report is to be a public document although key recommendations from the report may be communicated publicly at the Bishop's discretion upon seeking legal advice.
- 6) The Chapter must have due regard to the conclusions reached and recommendations made by the Bishop's review.

I, or a colleague, will soon be making arrangements to meet with Cathedral leaders, employees and other stakeholders. These interviews will be conducted on a confidential basis in line with a separately available interview protocol.

If you are not asked to attend an interview but consider there are matters which you would like to draw to my attention, I would be pleased to hear from you. Although it is possible that I may ask to speak to some people who contact me, I am unlikely to be able to correspond with everyone who gets in touch, beyond sending an acknowledgment of receipt.

The review team can be contacted at [winchesterreview@wslaw.co.uk](mailto:winchesterreview@wslaw.co.uk).

Information about how the information you share with us will be treated is set out in the privacy notice accompanying this letter.

With best wishes



**Patti Russell**

**BIOGRAPHY**

Patti Russell is a partner in the ecclesiastical team of the London law firm Winckworth Sherwood LLP. She is also the Diocesan Registrar and Bishop's Legal Secretary for the Dioceses of Canterbury and Rochester. She has worked with Church of England Dioceses, Bishops and Cathedrals for over a decade and prior to that was an employment lawyer in the city.

Patti advises on a range of ecclesiastical and related legal issues but specialises in governance, HR and safeguarding matters as well as investigatory/review work. She assisted a number of cathedrals with their transition to charitable status following the implementation of the Cathedral Measure 202.

Patti is also a trustee Board Member of the national charity Church Army.

