

## Cathedral Peer Review

<b>Cathedral:</b>	Wakefield Cathedral
<b>Date of Review</b>	7-8th March 2023
<b>Dean:</b>	The Very Revd Simon Cowling
<b>Date of report to Dean:</b>	21 <sup>st</sup> March 2023
<b>Review Team Leader:</b>	Paul Smith, Liverpool Cathedral
<b>Review Team Members:</b>	Revd Canon Julie Upton, Diocese of Sheffield Paul Hudson, Rochester Cathedral
<b>Chapter Self-Assessment Date</b>	February 2023
<b>Date of Previous Review:</b>	N/A
<b>Cathedral Chief Operating Officer</b>	Not in post at present.

### 1. Purpose of the Peer Review

The primary purpose of the Peer Review was to engage with the Chapter and staff following their own self-assessment and to discuss and review the Cathedral's governance and operation under the headings identified in the Self-Assessment document. As part of the review, the Review Team celebrated areas of strength and good practice with the Cathedral team.

### 2. Relevant Background

Wakefield Cathedral sits at the heart of a post-industrial city of around 80,000 people within the metropolitan district of Wakefield (population of around 350,000) at the centre of West Yorkshire. A little over 15,000 people in the district live in the top 10 most deprived areas in England.

The Cathedral is built on a site of Christian worship and service since at least the eleventh century. It is (with Ripon and Bradford) one of three cathedrals in the young Diocese of Leeds and one of the seats of the Diocesan Bishop. The diocese is extremely large and covers a very diverse range of demographics and geography.

There is significant complexity to the diocese with three cathedrals and a great deal of thought, not least from the Dean, has gone into how the various elements work best together to the mutual benefit of all.

With the tallest spire in the county and largest open space in the city centre, Wakefield Cathedral is an unmistakable presence in the geography, history, and culture of the region, and an increasingly respected partner with civic, educational, and third sector bodies. Whilst other areas of Yorkshire benefit from large influxes of tourists (and the revenue which flows from this) Wakefield receives very few tourists in comparison.

### **3. Summary Statement**

The review team was impressed by the wide range of work which Wakefield Cathedral undertakes with such a limited resource. We saw that the Cathedral is very much a small team that works hard together and there is considerable energy and commitment throughout. The smallness of the team however is also a key part of the operational challenge which the Cathedral faces. Both clergy and lay staff have struggled in recent years to deliver the day to day offer and simultaneously prepare for the future. That said, the Cathedral team recognise that they have some way to go to get to where they want to get to and they seem committed to want to get there.

Like many other English cathedrals, the team has faced a number of challenges to overcome in recent years. A combination of not having a visitor economy of any scale in the area, plus a lack of historic assets, plus a number of staff vacancies, have made pandemic recovery plans particularly difficult. The rapid turnover of staff has also created a lack of institutional memory at present, but we witnessed a team who seem to be very quick learners – with a number of new staff demonstrating already a very strong knowledge of the Cathedral.

Having limited funds means that the Cathedral has had to make some difficult financial decisions recently. The closure of the café and bookshop facilities in Treacy Hall has clearly been a difficult one. The decision, whilst correct financially, is clearly not fully appreciated or accepted by some of the Cathedral congregation and volunteers. There is an opportunity here to rethink the role of this excellent space and facility in demonstrating the values of the Cathedral as it moves forward.

The city of Wakefield has clearly been battered and bruised by decades of under-investment. The role of Wakefield Cathedral could be a crucial one for the successful regeneration of the centre of the city in particular. Plainly, the Cathedral can exercise a real leadership role in implementation of property and development proposals as part of the council's ambitions, and we strongly applaud the Dean in being a member of stakeholder fora and town centre partnerships established to enable these to be brought to fruition.

### **4. Areas of Good Practice**

- The music and education work with young people is something to be celebrated. The Cathedral is doing extensive work in both areas and this (given the very limited resource) is something which we believe is being delivered very well.

- The stakeholder relations are strong and growing (particularly with the Dean and Canon Missioner) and the Cathedral is extremely well placed within a number of key areas to influence future developments and be included within future plans.
- There is a strong culture of collective working within the staff team.

## 5. Areas for Development

- Translating the top level strategic vision (“Firm in Hope”) into an operational plan would help the staff better understand what is required of them and would allow for markers and metrics to flow from the vision in a way they can understand and get behind.
- To build a better sense of a collective buy in to future plans in order to consolidate the organisation and create a renewed sense of common purpose. This process needs to include the volunteers who seem to feel quite isolated at present.
- To codify a number of existing processes, procedures and policies and move from implicit understandings to explicit guidance and support.

## 6. Review Team Findings and Recommendations

- We would recommend getting an operational plan in place as soon as is practicable with the new Chief Operating Officer in post.
- Getting buy in from staff and volunteers on the plan, once written, needs considerable thought and planning.
- We would advise to think very carefully about how Treacy Hall can bring back some level of revenue and footfall, but until the plans are established, a volunteer run community drop in might provide an interim solution – something which the volunteers may value highly and would bring back some of the benefit which the space delivers to them to meet and socialise.
- Once the new Communications Officer is in place, one of the key priorities needs to be on internal communications. The strategic understanding of priorities is strong at Chapter and senior management level, but this needs to be explained and communicated further down the chain.
- Following the introduction of an operational plan and the bedding in of new staff, perhaps a period of consolidation would be welcomed by existing staff.
- Opportunities like the Rhubarb Festival and Gaia present real opportunities to bring higher numbers of visitors into the Cathedral, but these opportunities need to be properly planned and staffed in order to give the Cathedral the best chance of success.

## 7. Mission

*Revd Canon Julie Upton led on Mission.*

**People interviewed:** *Dean Simon Cowling, Canon Philip Hobday*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision*

The mission and ministry within the Cathedral is carried out by a small team of clergy and volunteers. It is very much based upon the 2020 strategic vision. There was recognition by

the Canon Missioner and the Dean that there needed to be a review and a refreshing of the strategy given that the café and the shop had now closed. There was also recognition that in order to assess the impact of their mission and ministry, the implementation plans around each of their goals urgently need to be developed.

It was very evident from our discussions that the Cathedral Chapter and staff were on a journey of discerning what their particular mission and ministry niche should be. They had identified in Objective 1 of their strategy that it was vital for them to begin to develop an active young church within the services and beyond and although the Community Outreach Officer was doing a sterling job working with the schools, there was still a gap in this area of ministry. In Objective 2 of their strategy they had identified that they would want to become a 'convener for third sector activity' and making better use of their plant would enable them to do this along with the work of their Development Manager in reaching out and building relationships.

In talking to the Chapter, clergy, staff and volunteers it was very clear that, whilst they were small in number, they were very committed to developing their strategy and bringing it to life in order to be more effective in their mission and ministry.

## **8. Worship and Music**

*Revd Canon Julie Upton led on Worship and Music.*

**People interviewed:** *Canon Jayson Rhodes, James Bowstead (interim Director of Music)*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision*

It was evident that the Cathedral had a lively and diverse music department with a very committed and faithful Interim Director of Music. The department provides a wide range of music opportunities for a very diverse group of children and adults. When talking to the Interim Director of Music, he was obviously committed to ensuring an inclusive and accessible approach in the development of the department.

One of the major constraints is the configuration of the Cathedral space in which the department is based. If this challenge could be resolved we felt this could be one of their distinctive areas of ministry well worth investing in. This is a great strength and we were impressed with all that we saw and heard.

There is clearly a strong tradition of music being part of worship. The Canon Precentor expressed how developing a close working relationship with the Interim Director has been important for the planning of the worship and this has provided the opportunity to ensure that pastoral and liturgical judgements are considered during the planning process. A worship review has recently been undertaken but the questionnaires have not yet been analysed.

We felt that this was an important piece of work in need of completion and they would be interested in reading the outcome. From what we saw and heard the liturgy is catholic and traditional with provision for the occasional 'messy cathedral'.

## 9. Governance

*Paul Smith and Paul Hudson led on Governance.*

**People Interviewed:** *Dean Simon Cowling, Canon Philip Hobday, Canon Jane Evans, Canon Alison Dean, Andrew Revans, Canon Danny Wilks, Canon Derek Walmsley [NB: Canon Derek and Canon Danny were interviewed post the review period by Paul Smith as they were not available during the two day review period].*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget, SCIE Audit.*

Wakefield is well advanced in implementing the Cathedral Measure, having had its constitution and statutes agreed by the Church Commissioners and is now in the position of establishing the new Chapter and a number of committees. We were particularly impressed with the quality of lay Chapter members, and the Cathedral is fortunate in having competent and dedicated members to help achieve the transition to a new organisational structure.

The challenge now as we see it is for the Chapter itself to ensure that it operates as a tight collegiate body in the governance structure of the Cathedral. Crucial in this regard is to oversee the turning of the existing strategic vision into more detailed and explicit operational plans and programmes. Chapter can approve and monitor targets, establishing a new monitoring regime to enable the Chapter to see clearly the progress being made on a variety of fronts. Conversely, where the targets and plans are not being met or realised, then a change in programme (where required) can be identified at the earliest opportunity. Once the structure relating to the new Measure is fully up and running, a timetable to review and reflect on how the arrangements are working, would be beneficial.

Being a small cathedral there is always a tension between strategic leadership and operational leadership, with capable people (in strategic roles) volunteering to step in where skills deficits exist. We saw that the new Measure (with the templates it suggests) is helping to clarify some of these issues in Wakefield. The work that Canon Jane Evans the new SNEM (Senior Non Executive Member) and Canon Alison Dean in the careful preparation of re-drafting the constitution and statutes on the Chapter's behalf is to be particularly commended.

## 10. Leadership and Management

*Paul Smith and Paul Hudson led on Leadership and Management.*

**People Interviewed:** *Dean Simon Cowling, Canon Philip Hobday*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget, SCIE Audit.*

The Dean has been in post since 2018, but during that time a number of senior clergy and lay staff have come and gone – meaning that for significant periods the Dean has been operating with only one Commissioners Canon. No negative inference is to be drawn from this, as we had a number of positive comments made about Dean Simon and how he had worked very hard to hold things together during this extremely testing period.

The current senior clergy consist of a Canon Precentor (Jayson Rhodes) and Canon Missioner (Philip Hobday) neither of whom have been in post for much more than a year. Canon Jayson oversees the Music Department, whilst Canon Philip is very active across a range of Cathedral activity. It was Canon Philip who took us on our tour of the Cathedral, Treacy Hall, the administration offices and of the Cathedral close (situated some 15 minutes walk from the Cathedral building).

The clergy team are supported by a curate, Tim Carroll with the team being completed by Diocesan Director of Ordinands, Rev Canon Derek Walmsley. Canon Derek's time is almost exclusively spent within the diocese but he does take morning prayer approximately once a week and attends Chapter whenever he is able.

The teams (both clergy and lay) are small at Wakefield and for some time in recent years key posts have been vacant. When we visited, the Chief Operating Officer had recently left and the new COO had been appointed, but had yet to start. We saw that many of the staff at all levels were stretched, partly as a result of this, partly as a result of the post Covid build back and partly also that the team, despite the challenges of being stretched, are keen to make progress and get the Cathedral into better shape.

This period of change and uncertainty has clearly left a mark on the team – hence the suggestion that once the new operational plan is embedded what might be useful is a period of consolidation.

The new Cathedral Measure has clearly been welcomed as an opportunity to clarify and update existing practices and this was something which the senior team and Chapter members seemed to have welcomed.

Relationships between the Chapter and the Cathedral staff are of course crucial in enabling the effective organisation and management of the Cathedral. In this regard, there seemed to be some doubt, expressed by some members of staff, about their precise role and what is expected of them.

This is perhaps best characterised by ambitions and policies for the Cathedral as being 'implicit', in as much as explanation is not required as these are matters which are long established. However, our view is that in the context of recent staff turnover and the two Commissioners Canons, having been in post only very recently, there is understandable uncertainty about priorities and expectations of the staff.

This also extends to the small pool of volunteers and Welcomers, some of whom felt they were unsure which member of clergy is responsible for them what the expectations are for their future activities in supporting the life of the Cathedral. The Chapter, and particularly the clergy members should ensure that their vision for the future of the Cathedral, and the day-to-day operational activities, are very clearly set out and communicated to all the staff and volunteers to avoid any misunderstandings and hopefully ensure a complete common purpose.

We didn't see an organogram of the roles and responsibilities, but the creation of an up to date organisational chart would be very useful and welcome at this time.

## 11. Financial Management

*Paul Smith and Paul Hudson led on financial management.*

**People interviewed:** *Andrew Revans (Chapter member), Zoe Smith (Development Manager), Claire Bellamy (Finance Assistant, Diocese of Leeds)*

**Documents reviewed:** *Peer Review Questionnaire Response, Annual Financial Statements, Management Accounts, Budget*

The finances of the Cathedral are carried out by a non-executive Chapter member, Andrew Revans, with the help from Claire Bellamy. The annual accounts are prepared by Saffery Champness – who also handle the accounts for a number of other cathedrals. For the management accounts, a decision was made around 12 months ago (after the resignation of the previous post holder) rather than try to start from scratch with a new person, Andrew Revans (with a background in accountancy and finance) would, on a temporary, voluntary basis, manage the Cathedral finances.

Mindful that this new arrangement created a potential conflict of interest under the new Cathedral Measure (which is about to come in over the summer in Wakefield) Andrew will not be chairing the newly constituted Finance Committee. The current financial arrangements should be regarded as an interim one, pending the creation of formal financial responsibilities to be carried out by a senior member of the Cathedral staff. We expect the imminent arrival of a recently recruited COO to enable this to be satisfied.

It is crucial in our view that whatever the size of Cathedral organisation, the Chapter needs to be confident in its financial position. We are satisfied that Chapter is clear about the financial position because of up-to-date financial reporting and the well-presented and clearly understood financial information it receives. Chapter is rightly anxious about the sustainability of the medium-term financial situation. Given the cathedral has little enterprise or visitor income, it is dependent on grant funding for key posts, which are disproportionately significant in a small team. They freely acknowledge that there is no great level of complexity to the accounts as, for instance, they have no trading (Enterprise) function and the café and shop are now no longer trading – both victims of the downturn caused by the pandemic.

In terms of the day to day management of accounts functions (e.g. Purchase Orders) the previous Chief Operating Officer Neil Holland (who left recently to take up a similar position with Manchester Cathedral) and the Cathedral secretary Bev Howes both handled this part of the process. It was noted that the previous COO had a very clear understanding of the Cathedral's financial position. It was acknowledged by the Dean that they believed they have made a good appointment in the new COO who has a strong background in financial matters.

The team feel they are not able to do longer term financial planning (i.e. beyond 12 months into the future) due to the uncertainty of the current economic climate. We were given a telling example about how a relatively small sum of money can either destabilise or support the financial picture in any given year when discussing the work undertaken on the spire.

The overall financial position of the Cathedral is precarious and for this reason continuing tight financial management is a prerequisite of a sustainable future. The preparation of a medium-term financial plan covering the next three years will enable the direction of travel to be clearly set out and conveyed to all members of staff.

The Cathedral has no property assets to provide a regular income stream. Nor is it a major visitor attraction and is therefore very dependent on events and external organisations wishing to use the Cathedral building. This income helps supplement the significant grants from the Church Commissioners and the smaller amounts of grants as well as congregational giving.

The initiatives being pursued by the Chapter and the Development Manager under the guidance of the Dean to move towards greater financial sustainability and resilience in this extremely challenging financial environment seem to be the best course of action in the short to medium term.

## **12. Compliance**

*Paul Smith and Paul Hudson led on Compliance.*

**People interviewed:** *Canon Alison Dean, Canon Jane Evans, Andrew Revans.*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget, SCIE Audit, SCIE Action Plan.*

Reference was made to the self-assessment questionnaire review document. This wasn't covered in extensive detail. The Cathedral admits that this area of work is very much a work in progress, but has been helped considerably by the requirements of the new Cathedral Measure to produce paperwork for all key elements of compliance.

The team acknowledge that there is work to be done learning how write risk assessments and method statements for the areas of work they want to develop in the coming months – not least in the growth of the events activity. An Audit and Risk Committee (sitting alongside the Finance Committee) will form a part of the implementation at Wakefield of the new Cathedral Measure and in line with the guidelines, there is not a large cross over in members on the two committees.

Chapter members Canon Alison Dean and Canon Jane Evans have led on much of the compliance to get the Cathedral into good shape to lodge the new Measure materials with the Charity Commission. The feedback they have received from the Charity Commission has been positive and Alison Dean reports that the process has been smooth. Dean Simon acknowledges that this is down to the excellence, skills and experience which Alison and Jane have brought to the process.

## **13. Recovery from the Covid Pandemic**

*This was covered by the whole team in various sessions throughout the Peer Review.*

**People interviewed:** All available staff, Executive and Non-Executive members of Chapter, selection of Cathedral volunteers.

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget*



The Cathedral team freely acknowledges that the period of the pandemic was operationally relatively smooth as many of the functions of cathedrals were not able to continue, and the savings brought about by furloughing most of the staff meant the financial position was relatively strong.

In comparison, the recovery from the pandemic has been tough operationally and has clearly affected a number of staff who have reported that the build back has been extremely challenging. Like many other cathedrals, the recovery has seen staff moving on and a greater difficulty in recruiting replacement staff. This has been compounded by a relatively low level of applications for the advertised posts. On a more positive note, the team have managed to appoint quality candidates.

The recovery from the pandemic has been slow for the Cathedral with numbers of visitors not returning. The Cathedral acknowledges that they never had vast numbers of visitors before the pandemic, but these even relatively low numbers (they believe) have dropped.

The Cathedral doesn't have any counting software to show the drop off in numbers, but the reduction impacted on both the shop and the café, which have both had to close in the last 12 months. This has meant that the building (Treacy Hall) where both shop and catering were situated no longer has an obvious purpose. The team are currently weighing up their options as to what use they should put Treacy Hall to have maximum benefit socially and economically.

In the same way visitors have not returned, the impact on the Cathedral has been felt by not all volunteers returning either. This level of uncertainty has led to a lot of soul searching as to what the best course of action might be to get the Cathedral and its finances fully back on track.

## **14. Management of Fabric and Property**

*This was covered by the whole team on the tour of the Cathedral and associated assets.*

**People interviewed:** *Dean Simon Cowling, Canon Philip Hobday, Andrew Revans, Zoe Smith (Development Manager).*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget.*

We were struck by the high standard of maintenance and condition of the Cathedral building. The building is scrupulously clean, and the common feature of most church buildings of random and usually well out of date notices is refreshingly largely absent in Wakefield. Whilst the nave and quire of the building are well heated, providing an immediate welcome to visitors, the opposite is true of rooms and spaces in the crypt.

In common with most cathedrals, working and office space is at a premium, and we considered that existing physical assets could be used more efficiently by reorganising their use but this in turn depends on areas which are uncomfortable to use being brought up to modern heating and ventilation standards.

This means that, despite the next quinquennial being due shortly, the team are not expecting to have to spend extensively on the fabric and property. The Cathedral owns very little other property, with the Dean's residence and a small number of other (largely clergy) houses in Cathedral Close – situated some 10-15 minutes by foot away from the Cathedral. The cathedral works are managed largely by an experienced cathedral architect, John Bailey.

The senior team are currently consulting on the possibility of buying one or two properties to give them a regular income. They have a £300,000 fund which they will possibly use – although they acknowledge that there isn't really the human resource or the operational experience within the team to manage this new business idea.

The work which Development Manager, Zoe Smith has done in her relatively short time in post in identifying and applying for funding in this area is also to be particularly commended.

## **15. Safeguarding**

*Revd Canon Julie Upton led on Safeguarding.*

**People interviewed:** Canon Philip Hobday, Canon Jayson Rhodes, James Bowstead

**Documents reviewed:** *Peer Review Questionnaire, SCIE Audit, SCIE Action Plan.*

The Cathedral had a SCIE Audit in 2020. This was an encouraging and affirming process and provided the opportunity for them to re-assess their policies and procedures. The key areas for development identified by the Auditors were: Policy and Communications, Training and Structures.

The Safeguarding Lead is the Canon Missioner who only came into post in September 2022. A major piece of work for him is to bring a number of workstreams together in one Safeguarding Action Plan. The recent Past Cases 2 Reviewers for the Diocese of Leeds also recommended that the 3 Leeds Anglican cathedrals work closely together on safeguarding. Although in principle this seemed a positive and helpful suggestion, the Canon Missioner has found that in practice it is proving challenging and time-consuming on his part.

Overall the Chapter and staff have worked hard at ensuring that all the necessary policies and procedures and systems are in place. This will always be a challenging area of work for a small cathedral team.

## **16. Public Engagement**

*The whole team led on Public Engagement which was covered in a significant way in the Plenary session but was discussed in a range of the other sessions.*

**People interviewed:** *All available staff, Executive and Non-Executive members of Chapters, selection of cathedral volunteers.*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision.*

The Dean is very clear about his responsibility to speak in the “public square” and is active in a number of local civic and business engagement initiatives. We were told of a very recent business breakfast which had attracted around 200 business people into the Cathedral – a commendable event. We discussed how Treacy Hall might be used as part of the future public engagement plan and this is a good idea, especially since it is not currently being used commercially.

The array of art works which were present throughout the Cathedral when we visited were testament to a number of external ongoing conversations with the strong artistic community which resides in the local area. We discussed how this community might form part of the new “centre of gravity” which could be created around Wakefield to bring more people into the city and the Cathedral.

This might form of the medium to long range planning with other local partners. In the meantime, challenges remain on how bigger public engagement activities (Gaia was a recent success but also a logistical challenge) might be built upon in future to help bring in more visitors. The other major annual event which could provide ongoing opportunities for future engagement is the Rhubarb Festival which seems to be gaining momentum and bringing significant numbers of visitors to Wakefield.

Relationships with local arts and cultural institutions are also being strengthened with good recent engagement with the Yorkshire Sculpture Park and The Hepworth. Interestingly around the city, it is notable how much more prominent the road signage is for The Hepworth is than for the Cathedral. This might be a subject for future conversations with local civic planners.

We met with Development Manager Zoe Smith and Community Outreach Officer Gillian Bunn who are both making considerable efforts – along with Canon Philip Hobday - to broaden the constituents of people engaging with the Cathedral. This is a very encouraging strand of work and may create a whole host of new opportunities and partnerships. The frontline work which the Dean’s PA, Bev Howes and Roz Cochrane (as Diary Administrator) is also to be commended, often as the first point of contact. The vergers too are clearly a valued part of the delivery of much of the public engagement activity within the Cathedral.

Wakefield Cathedral is clearly (rightly) regarded as a valued civic partner and this is something which the Cathedral might want to use as a central plank to its future plans to bring more people through the doors. At present it seems as if a great deal of the work sits with the staff to make this happen, but the creation of further partnerships with other businesses and institutions could also bring with it some much needed human resources to share the load.

## **17. Communications**

*The whole team led on Communications.*

**People interviewed:** *All available staff, Executive and Non-Executive members of Chapter, selection of Cathedral volunteers.*

**Documents reviewed:** *Peer Review Questionnaire, Strategic Vision, Annual Financial Statements, Management Accounts, Budget*

The post of Communications Officer for the Cathedral was in the process of being filled – with a new staff member having been appointed – but not yet in post. As a consequence we didn't focus particularly on this area of work. There is a role for the new post holder to create more eye catching signage to actively encourage visitor in off the street. This was something which we suggested as being of use – given the low numbers of Cathedral visitors.

As with many cathedrals, the delivery of internal communications exercised many of the people we spoke to during the review. There is a widespread concern about how information is shared and cascaded which should form part an important part of the suggested operational plan.

## **18. Summary of Recommendations**

As a review team we were very impressed with everyone we met during our Peer Review of Wakefield Cathedral. Despite the many challenges, the team, under Dean Simon's leadership, remain deeply committed to the mission of the Cathedral. The Cathedral, whilst having undergone a recent raft of recruitment, remains challenged in terms of the overall level of resources at its disposal. With this in mind, we recommend that:

- The creation of the operational plan to give practical shape to the strategic vision is carried out as a major priority.
- The move from implicit to explicit instruction needs to be brought in where everyone within the organisation (e.g. plans, policies and procedures) understands their roles and responsibilities.
- To continue (and strengthen) the valuable work already being undertaken in terms of public engagement.

## **19. Acknowledgement**

All three of us would like to express our thanks to the Dean and Chapter and all who were involved in the arrangements for our visit and for making us feel so welcome. Also, to all those who were involved in the preparation of the documents which were made available for us. Our thanks also to all those we met who gave of their time and for their openness in conversation which was itself a mark of the health of the organisation.

## **20. Chapter's Response**

Following the review, Chapter is asked to make a response within four weeks. This response should acknowledge receipt of the report and confirm to whom the Chapter has shared it with. We ask that a copy be given to the Diocesan Bishop for information. The response should include an indication of how the Chapter intends to take forward any recommendations made by the Review Team.

A copy of the final report will be seen and filed by the Project Manager. In addition, a sample of the reports will be read by the Chair of the Project Board for quality and assurance purposes. If you have any objection to this, please let the Project Manager know.

The Review Board would also be interested to receive any comments on how the review was conducted from the Cathedral's perspective. These should be emailed separately to the Project Manager. A complaints procedure is available from the Project Manager upon request.