



CATHEDRAL GOVERNANCE CODE

2021

**Adapted from the Charity Governance Code as
amended in 2020**

INTRODUCTION

About the Code

Good governance in cathedrals, as with all charities, is fundamental to their success.

Recent failures in governance within the cathedral sector have highlighted that a cathedral is best placed to achieve its ambitions and aims if it has effective governance and the right leadership structures. Skilled and capable Chapter members will help a cathedral attract resources and put them to best use. Good governance enables and supports a cathedral's compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the mission and purpose of a cathedral.

It is the aim of this Code to help cathedrals and their Chapters develop high standards of governance. As a sector, we owe it to our congregations, communities, stakeholders and the wider public to demonstrate exemplary leadership and governance. This Code is a practical tool to help Chapters achieve this; working towards its implementation will lead to continuous improvement towards the highest standards.

The Cathedral Governance Code is adapted from the Charity Governance Code developed for use by charities registered in England and Wales, but with a view to it also applying to other not-for-profit charities that deliver a public or community benefit and those with a social purpose. The Code is intended to be adapted by cathedrals to reflect their context.

How it works

This Code is designed as a tool to support continuous improvement. Chapters that are using this Code effectively will regularly revisit and reflect on the Code's principles.

Compliance with the law is an integral part of good governance. The Code is based on a foundation of fiduciaries' basic legal and regulatory responsibilities. The seven Code principles build on the assumption that cathedrals, as charities, are already meeting this foundation.

Apply or explain

It is important that Chapter members discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied in their cathedral.

A Chapter should explain the approach it takes to applying the Code, so it is transparent to anyone interested in its work. Chapters are encouraged to meet the principles and outcomes of the Code by either *applying* the recommended practice or *explaining* what they have done instead or why they have not applied it.

Charities that adopt the Code are being encouraged to publish a brief statement in their annual report explaining their use of the Code. We encourage cathedrals to include a similar brief statement in their annual reports.

The seven principles

1. Cathedral purpose

The Chapter is clear about the cathedral's aims and ensures that these are being delivered effectively and sustainably.

2. Leadership

Every cathedral is led by an effective Chapter that provides strategic leadership in line with the cathedral's aims and values.

3. Integrity

The Chapter acts with integrity, adopting values and creating a culture which help achieve the cathedral's charitable purposes. The Chapter is aware of the importance of the public's confidence and trust in cathedrals, and Chapter members undertake their duties accordingly.

4. Decision-making, risk and control

The Chapter makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.

5. Chapter effectiveness

The Chapter works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

6. Equality, diversity and inclusion

The Chapter's approach to diversity supports its effectiveness, leadership and decision-making.

7. Openness and accountability

The Chapter leads the cathedral in being transparent and accountable. The cathedral is open in its work, unless there is good reason for it not to be.

Foundation:

It is the Code's starting point that all Chapter members:

- are committed to their cathedral's cause and have joined its Chapter because they want to help the cathedral deliver its purposes most effectively for public benefit
- understand their roles and legal responsibilities, and, in particular, have read and understand their cathedral's Constitution and Statutes
- are committed to good governance and want to contribute to their cathedral's continued improvement.

Principle I. Cathedral purpose

Principle

The Chapter is clear about the cathedral's aims and ensures that these are being delivered effectively and sustainably.

Rationale

Cathedrals, as charities, exist to fulfil their charitable purposes. Chapter members have a responsibility to understand the environment in which the cathedral is operating and to lead the cathedral in fulfilling its purposes as effectively as possible with the resources available. To do otherwise would be failing beneficiaries, funders and supporters. The Chapter's core role is a focus on strategy, performance and assurance.

Key outcomes

I.1 The Chapter has a shared understanding of and commitment to the cathedral's purposes and can articulate these clearly.

I.2 The Chapter can demonstrate that the cathedral is effective in achieving its charitable purposes and agreed outcomes.

Recommended practice

I.3 Determining cathedral purpose

I.3.1 The Chapter periodically reviews the cathedral's charitable purposes, and the external environment in which it works, to make sure that the cathedral, and its purposes, stay relevant and valid.

I.3.2 The Chapter leads the development of, and agrees, a strategy that aims to achieve the cathedral's charitable purposes and is clear about the desired outputs, outcomes and impacts.

I.4 Achieving the purpose

I.4.1 All Chapter members can explain the cathedral's public benefit.

I.4.2 The Chapter evaluates the cathedral's impact by measuring and assessing results, outputs and outcomes.

I.5 Analysing the external environment and planning for sustainability

I.5.1 The Chapter regularly reviews the sustainability of its income sources and business models and their impact on achieving charitable purposes in the short, medium and longer term.

I.5.2 The Chapter recognises its broader responsibilities towards communities, stakeholders, wider society and the environment, and acts on them in a manner consistent with the cathedral's purposes, values and available resources.

Principle 2. Leadership

Principle

Every cathedral is headed by an effective Chapter that provides strategic leadership in line with the cathedral's aims and values.

Rationale

Strong and effective leadership helps the cathedral adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the cathedral, including its vision, values and reputation.

Key outcomes

2.1 The Chapter, as a whole, and Chapter members individually, accept collective responsibility for ensuring that the cathedral has a clear and relevant set of aims and an appropriate strategy for achieving them.

2.2 The Chapter agrees the cathedral's vision, values and reputation and leads by example, requiring anyone representing the cathedral reflects its values positively.

2.3 The Chapter makes sure that the cathedral's values are reflected in all of its work, and that the ethos and culture of the cathedral underpin the delivery of all activities.

Recommended practice

2.4 Leading the cathedral

2.4.1 The Chapter and individual Chapter members take collective responsibility for its decisions.

2.4.2 The Dean as chair provides leadership to the Chapter with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has Chapter members and senior staff who are able to govern well and add value to the cathedral.

2.4.3 In the case of the most senior member of staff, the Administrator, the Chapter makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.

2.4.4 The Chapter's functions are formally recorded. There are role descriptions defining responsibilities for all Chapter members that differentiate clearly those of the chair and other positions and outline how these roles relate to staff.

2.4.5 Where the Chapter has agreed to establish a formally constituted subsidiary company or companies, it is clear about the rationale, benefits and risks of these arrangements. The formal relationship between the parent cathedral and each of its subsidiaries is clearly recorded and the parent reviews, at appropriate intervals, whether these arrangements continue to best serve the cathedral's charitable purposes.

2.5 Leading by example

2.5.1 The Chapter agrees the values, consistent with the cathedral's purpose, that it wishes to promote and makes sure that these values underpin all its decisions and the cathedral's activities (see also Principle 1).

2.5.2 The Chapter recognises, respects and welcomes diverse, different and, at times, conflicting views of Chapter members.

2.5.3 The Chapter provides oversight and direction to the cathedral, and support and constructive challenge to its staff and, in particular, the Administrator.

2.5.4 The Chapter, through its relationship with the Administrator, creates the conditions in which the cathedral's staff are confident and enabled to provide the information, advice and feedback necessary to the Chapter.

2.6 Commitment

2.6.1 All Chapter members give sufficient time to the cathedral to carry out their responsibilities effectively. This includes preparing for meetings and sitting on Chapter committees and other governance bodies where needed. The expected time commitment is made clear to Chapter members before nomination or appointment and again on acceptance of nomination or appointment.

2.6.2 Where individual Chapter members are also involved in operational activities, for example as executives or volunteers, they are clear about the capacity in which they are acting at any given time and understand what they are and are not authorised to do and to whom they report.

Principle 3.Integrity

Principle

The Chapter acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the cathedral's purposes. The Chapter is aware of the significance of the public's confidence and trust in the Church. It reflects Christian ethics and values in everything it does. Chapter members undertake their duties with this in mind.

Rationale

Delivering the cathedral's purposes for public benefit should be at the heart of everything the Chapter does. This is true even when a Chapter's decision might be unpopular. Everyone who comes into contact with a cathedral should be treated with dignity and respect and feel that they are in a safe and supportive environment. The cathedral's leaders should show the highest levels of personal integrity and conduct. To achieve this, Chapter members should create a culture that supports the cathedral's values, adopt behaviours and policies in line with the values and set aside any personal interests or loyalties. The Chapter should understand and address any inappropriate power dynamics to avoid damaging the cathedral's reputation, public support for its work and delivery of its aims.

Key outcomes

3.1 The Chapter safeguards and promotes the cathedral's reputation by living its values and by extension promotes public confidence in the Church.

3.2 Chapter members and those working for or representing the cathedral are seen to act with honesty, trustworthiness and care, and support its values.

3.3 The Chapter acts in the best interests of the cathedral's purposes and all involved with it, creating a safe, respectful and welcoming environment for those who come into contact with the cathedral.

3.4 The Chapter makes objective decisions about delivering the cathedral's purposes. It is not unduly influenced by those who may have special or personal interests. This applies whether Chapter members are elected, nominated, or appointed. Collectively, the Chapter is independent in its decision making.

3.5 No one person or group has undue power or influence in the cathedral. The Chapter recognises how individual or organisational power can affect dealings with others.

Recommended practice

3.6 Upholding the cathedral's values

3.6.1 The Chapter ensures that all of its decisions and actions are consistent with the cathedral's values.

3.6.2 Chapter members regularly check whether there are inappropriate power imbalances in the Chapter or cathedral. Where necessary, they address any potential abuse of power to uphold the cathedral's purpose, values and public benefit.

3.6.3 Chapter members adopt and follow a suitable code of conduct that reflects the cathedral's values and sets out expected standards of ethics, probity and behaviour.

3.6.4 The Chapter considers how the cathedral is seen by all who are involved in its work and by the wider public. The Chapter has policies and procedures to make sure that the cathedral works

responsibly and ethically, has regard to the proper use of power and acts in line with its own aims and values.

3.6.5 The Chapter ensures that the cathedral follows the law. It also considers following non-binding rules, codes and standards, for example regulatory guidance, the 'Nolan Principles' or Charity Ethical Principles and other good practice initiatives that promote confidence in the Church and create a supportive environment.

3.7 Ensuring the right to be safe

3.7.1 Chapter members understand their safeguarding responsibilities and go beyond the legal minimum to promote a culture in which everyone feels safe and respected.

3.7.2 The Chapter makes sure that there are appropriate and regularly reviewed safeguarding policies and procedures.

3.7.3 As part of the cathedral's risk-management process, the Chapter checks key safeguarding risks carefully and records how these are managed.

3.7.4 All Chapter members, staff, volunteers and people who work with the cathedral have information or training on the safeguarding policy, so they understand it, know how to speak up and feel comfortable raising concerns.

3.8 Identifying, dealing with and recording conflicts of interest/loyalty

3.8.1 The Chapter understands how real and perceived conflicts of interests and conflicts of loyalty can affect a cathedral's performance and reputation.

3.8.2 Chapter members disclose any actual or potential conflicts to the Chapter and deal with these in line with a regularly reviewed conflicts of interest policy.

3.8.3 Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the cathedral's agreed policy on disclosure.

3.8.4 Chapter members keep their independence and tell the Chapter if they feel influenced by any interest or may be perceived as being influenced or to having a conflict.

Principle 4. Decision making, risk and control

Principle

The Chapter makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.

Rationale

The Chapter is ultimately responsible for the decisions and actions of the cathedral but it cannot and should not do everything. The Chapter may be required by statute, measure or the cathedral's Constitution and Statutes to make certain decisions but, beyond this, it needs to decide which other matters it will make decisions about and which it can and will delegate. Chapter members delegate authority but not ultimate responsibility, so the Chapter needs to implement suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters. Chapter members must also identify and assess risks and opportunities for the cathedral and decide how best to deal with them, including assessing whether they are manageable or worth taking.

Key outcomes

4.1 The Chapter is clear that its main focus is on strategy, performance and assurance, rather than operational matters, and reflects this in what it delegates.

4.2 The Chapter has a sound decision-making and monitoring framework which helps the cathedral deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.

4.3 The Chapter promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.

4.4 Where aspects of the Chapter's role are delegated to committees, staff, volunteers or contractors, the Chapter keeps responsibility and oversight.

Recommended practice

4.5 Delegation and control

4.5.1 The Chapter regularly reviews which matters are reserved to the Chapter and which can be delegated. It collectively exercises the powers of delegation to senior managers, committees or individual Chapter members, staff or volunteers.

4.5.2 The Chapter describes its 'delegations' framework in a document which provides sufficient detail and clear boundaries so that the delegations can be clearly understood and carried out. Systems are in place to monitor and oversee how delegations are exercised.

4.5.3 The Chapter makes sure that its committees have suitable terms of reference and membership and that:

- the terms of reference are reviewed regularly; and
- the committee membership is refreshed regularly and does not rely too much on particular people.

4.5.4 Where a cathedral uses third party suppliers or services – for example for fundraising, data management or other purposes – the Chapter assures itself that this work is carried out in the interests of the cathedral and in line with its values and the agreement between the cathedral and

supplier. The Chapter makes sure that such agreements are regularly reviewed so that they remain appropriate.

4.5.5 The Chapter regularly reviews the cathedral's key policies and procedures to ensure that they continue to support, and are adequate for, the delivery of the cathedral's aims. This includes policies and procedures dealing with Chapter strategies, functions and responsibilities, finances (including reserves), service or quality standards, good employment practices, and encouraging and using volunteers, as well as key areas of activity such as fundraising and data protection.

4.6 Managing and monitoring cathedral performance

4.6.1 Working with senior management, the Chapter ensures that operational plans and budgets are in line with the cathedral's purposes, agreed strategic aims and available resources.

4.6.2 The Chapter regularly monitors performance using a consistent framework and checks performance against delivery of the cathedral's strategic aims, operational plans and budgets. It has structures in place to hold staff to account and support them in meeting these goals.

4.6.3 The Chapter agrees with senior management what information is needed to assess delivery against agreed plans, outcomes and timescales. Information should be timely, relevant, accurate and provided in an easy to understand format.

4.6.4 The Chapter regularly considers information from other similar cathedrals to compare or benchmark the cathedral's performance.

4.7 Actively managing risks

4.7.1 The Chapter retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.

4.7.2 The Chapter regularly reviews the cathedral's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.

4.7.3 The Chapter puts in place and regularly reviews the cathedral's process for identifying, prioritising, escalating and managing risks and, where applicable, the cathedral's system of internal controls to manage these risks. The Chapter reviews the effectiveness of the cathedral's approach to risk at least every year.

4.7.4 The Chapter describes the cathedral's approach to risk in its annual report and in line with regulatory requirements.

4.8 Appointing auditors and audits

4.8.1 The Chapter agrees and oversees an effective process for appointing and reviewing auditors, taking advice from the finance and/ or audit committee.

4.8.2 The cathedral's finance and/ or audit committee's chair has recent and relevant financial experience and the committees include at least two Chapter members.

4.8.3 The Chapter has the opportunity to meet the auditors without paid staff present at least once a year.

4.8.4 Arrangements are in place for a body, such as the finance and/ or audit committee, to consider concerns raised in confidence about alleged improprieties, misconduct or wrongdoing. This includes concerns raised by 'whistle blowing'. Arrangements are also in place for appropriate and independent investigation and follow-up action.

Principle 5. Chapter effectiveness

Principle

The Chapter works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

Rationale

The Chapter has a key impact on whether a cathedral thrives. The tone the Chapter sets through its leadership, behaviour, culture and overall performance is critical to the cathedral's success. It is important to have a rigorous approach to Chapter member recruitment, performance and development, and to the Chapter's conduct. In an effective team, Chapter members feel it is safe to suggest, question and challenge ideas and address, rather than avoid, difficult topics.

Key outcomes

5.1 The Chapter's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views.

5.2 All Chapter members have appropriate skills and knowledge of the cathedral and can give enough time to be effective in their role.

5.3 The Dean as chair enables the Chapter to work as an effective team by developing strong working relationships between members of the Chapter and creates a culture where differences are aired and resolved.

5.4 The Chapter takes decisions collectively and confidently. Once decisions are made the Chapter unites behind them and accepts them as binding.

Recommended practice

5.5 Working as an effective team

5.5.1 The Chapter meets as often as it needs to be effective.

5.5.2 The Dean as chair, working with Chapter members and staff, plans the Chapter's programme of work and its meetings, making sure Chapter members have the necessary information, time and space to explore key issues and reach well-considered decisions, so that Chapter time is well-used.

5.5.3 The Chapter has a vice-chair who provides a sounding Chapter for the Dean and serves as an intermediary for the other Chapter members if needed.

5.5.4 The Chapter regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours. Chapter members take time to understand each other's motivations to build trust within the Chapter and the Dean as chair asks for feedback on how to create an environment where Chapter members can constructively challenge each other.

5.5.5 Where significant differences of opinion arise, Chapter members take time to consider the range of perspectives and explore alternative outcomes, respecting alternative views and the value of compromise in Chapter discussions.

5.5.6 The Chapter collectively receives specialist in-house or external governance advice and support, and can access independent professional advice, such as legal or financial advice, if needed to help it discharge its duties.

5.6 Reviewing the Chapter's composition

5.6.1 The Chapter has, and regularly considers, the mix of skills, knowledge and experience it needs to govern, lead and deliver the cathedral's purposes effectively. It reflects this mix in its member appointments, balancing the need for continuity with the need to refresh the Chapter.

5.6.2 The Chapter is big enough that the cathedral's work can be carried out and changes to the Chapter's composition can be managed without too much disruption. A Chapter of at least seven but no more than twelve members is typically considered good practice.

5.7 Overseeing appointments

5.7.1 There is a formal, rigorous and transparent procedure to appoint new Chapter members to the Chapter, which, when possible, includes advertising vacancies widely.

5.7.2 The search for new Chapter members is carried out, and appointments or nominations for election are made, on merit against objective criteria and considering the benefits of diversity on the Chapter. Regular skills audits inform the search process.

5.7.3 The cathedral uses a nominations committee to lead a Chapter-appointment process and to make recommendations to the Chapter. Where the right to appoint to the Chapter is the Bishop's, the nominations committee works with the Bishop to make recommendations reflecting the skills, knowledge and experience that are needed to ensure the Chapter is best able to deliver the cathedral's purposes effectively.

5.7.4 If a cathedral's Constitution and Statutes provides for one or more Chapter members to be nominated and elected by a wider membership, or elected by a wider membership after nomination or recommendation by the Chapter, the Chapter and nominations committee support those involved to play an informed role in these processes.

5.7.5 Chapter members are appointed for an agreed length of time, subject to any applicable constitutional or statutory provisions relating to election and re-election. If a non-executive Chapter member has served for more than nine years, their reappointment is:

- subject to a particularly rigorous review and takes into account the need for progressive refreshing of the Chapter; and
- explained in the Chapter's annual report.

5.8 Developing the Chapter

5.8.1 Chapter members receive an appropriately resourced induction when they join the Chapter. This includes meetings with senior management and covers all areas of the cathedral's work. Chapter members are given the opportunity to have ongoing learning and development.

5.8.2 The Chapter reviews its own performance every year, with an external evaluation every five years. Such evaluation typically considers the Chapter's balance of skills, experience and knowledge, its diversity in the widest sense, how the Chapter works together and other factors relevant to its effectiveness.

5.8.3 The Chapter explains how it reviews or evaluates its performance in the governance statement in the annual report.

Principle 6. Equality, diversity and inclusion

Principle

The Chapter has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the cathedral and in its own practice. This approach supports good governance and the delivery of the cathedral's charitable purposes.

Rationale

Addressing equality, diversity and inclusion helps a Chapter to make better decisions. This requires commitment, but it means that a cathedral is more likely to stay relevant to those it serves and to deliver its public benefit. Recognising and countering any imbalances in power, perspectives and opportunities in the cathedral, and in the attitudes and behaviour of Chapter members, staff and volunteers, helps to make sure that a cathedral achieves its aims. All Chapter members have the same responsibility for the cathedral, so they must have equal opportunity to contribute to decision making. Chapter diversity, in the widest sense, is important because it creates more balanced decision making. Where appropriate, this includes and centres the communities and people the cathedral serves. This increases the cathedral's legitimacy and impact. Equality and diversity are only effective and sustainable if the Chapter works to be inclusive, ensuring that all Chapter members are welcomed, valued and able to contribute. Chapters that commit to equality, diversity and inclusion are more likely to set a positive example and tone for the cathedral by following an appropriate strategy for delivering its purpose and setting inclusive values and culture.

Key outcomes

6.1 The principles of equality, diversity and inclusion are embedded in the cathedral and help to deliver the cathedral's public benefit.

6.2 Obstacles to participation are reduced, with the cathedral's work designed and open for everyone included within its charitable purposes. This supports the cathedral to challenge inequality and achieve improved equality of outcomes.

6.3 The Chapter is more effective because it reflects different perspectives, experiences and skills, including, where applicable, from current and future beneficiaries.

Recommended practice

6.4 Assessing understanding of systems and culture

6.4.1 The Chapter analyses and can define how equality, diversity and inclusion are important for the cathedral, its context and the delivery of its aims.

6.4.2 The Chapter assesses its own understanding of equality, diversity and inclusion. It considers how this happens in the cathedral and identifies any gaps in understanding which could be filled by discussion, learning, research or information.

6.4.3 The Chapter regularly assesses:

- the cathedral's approach to equality, diversity and inclusion, using available data and, where applicable, lived experience
- its own practice including:
 - the diversity of Chapter members' backgrounds and perspectives in its regular Chapter skills audit to identify imbalances and gaps
 - any bias in Chapter member recruitment and selection

- where applicable, how the congregations, communities and people that the cathedral serves are included and centred in decision making
- how meetings and Chapter information can be made more accessible and how to provide resources to support this
- how to create a meeting environment in which behaving inclusively is the norm, all voices are equal and Chapter members can constructively challenge each other
- how the Chapter demonstrates inclusive behaviours in its decision making and how it engages with staff, volunteers, congregation and community members, and all who use and visit the cathedral.

6.5 Setting context-specific and realistic plans and targets

6.5.1 The Chapter sets a clear organisational approach to equality, diversity and inclusion in line with the cathedral's aims, strategy, culture and values. This is supported by appropriate plans, policies, milestones, targets and timelines.

6.5.2 The Chapter uses the findings from its assessments to make context-specific and regularly reviewed plans and targets for:

- equality, diversity and inclusion training for Chapter members
- inclusive Chapter culture, practices and behaviours
- Chapter evaluation or training to address any power imbalances between Chapter members
- removing, reducing and preventing obstacles to people being Chapter members
- attracting a diverse group of candidates for new Chapter roles and providing an inclusive induction for new Chapter members
- recruiting a diverse Chapter that addresses imbalances and any gaps that have been found
- promoting inclusive behaviours and cultures to all involved with the cathedral.

6.6 Taking action and monitoring performance

6.6.1 The Chapter ensures that there are appropriate arrangements and resources in place to monitor and achieve the cathedral's equality, diversity and inclusion plans and targets, including those relating to the Chapter.

6.6.2 The Chapter creates and maintains inclusive cultures, practices and behaviours in all its decision making. It promotes and demonstrates inclusive behaviours and cultures to the wider cathedral.

6.6.3 The Chapter regularly monitors and actively implements its plans and targets established under 5.2.

6.6.4 The Chapter leads the cathedral's progress towards achieving its equality, diversity and inclusion plans and targets. It receives regular updates from the senior management team including challenges, opportunities and new developments.

6.6.5 The Chapter periodically takes part in learning and/or reflection about equality, diversity and inclusion and understands its responsibilities in this area. It acts on any gaps in its understanding and looks at how Chapter practice, culture and behaviour are affected by these gaps.

6.7 Publishing performance information and learning

6.7.1 The Chapter regularly publishes information on its progress towards achieving its equality, diversity and inclusion plans and targets, including challenges, opportunities and learning. This could include the:

- cathedral's organisational approach to equality, diversity and inclusion in line with its aims, strategy, culture and values;
- Chapter's culture, practices and behaviours; and
- Chapter's composition and make-up.

6.7.2 The Chapter regularly publishes information on its plans to tackle any organisational or Chapter inequalities and gaps that have been identified.

Principle 7. Openness and accountability

Principle

The Chapter leads the cathedral in being transparent and accountable. The cathedral is open in its work, unless there is good reason for it not to be.

Rationale

The public's trust that a cathedral is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.

Key outcomes

7.1 The cathedral's work and impact are appreciated by all its stakeholders.

7.2 The Chapter ensures that the cathedral's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the Chapter. Chapter members make sure that the cathedral collaborates with stakeholders to promote ethical conduct.

7.3 The cathedral takes seriously its responsibility for building public trust and confidence in its work.

7.4 The cathedral is seen to have legitimacy in representing its stakeholders.

Recommended practice

7.5 Communicating and consulting effectively with stakeholders

7.5.1 The Chapter identifies the key stakeholders with an interest in the cathedral's work. These might include congregation and cathedral community members, staff, volunteers, donors, suppliers, local communities and others.

7.5.2 The Chapter makes sure that there is a strategy for regular and effective communication with these stakeholders about the cathedral's purposes, values, work and achievements, including information that enables them to measure the cathedral's success in achieving its purposes.

7.5.3 As part of this strategy, the Chapter thinks about how best to communicate how the cathedral is governed, who the Chapter members are and the decisions they make.

7.5.4 The Chapter ensures that stakeholders have an opportunity to hold the Chapter to account through agreed processes and routes, for example question and answer sessions.

7.5.5 The Chapter makes sure there is suitable consultation with stakeholders about significant changes to the cathedral's services or policies.

7.6 Developing a culture of openness within the cathedral

7.6.1 The Chapter gets regular reports on the positive and negative feedback and complaints given to the cathedral. It demonstrates that it learns from mistakes and errors and uses this learning to improve performance and internal decision making.

7.6.2 The Chapter makes sure that there is a transparent, well-publicised, effective and timely process for making and handling a complaint and that any internal or external complaints are handled constructively, impartially and effectively.

7.6.3 The Chapter keeps a register of interests for Chapter members and senior staff and agrees an approach for how these are communicated publicly in line with Principle 3.

7.6.4 Chapter members publish the process for setting the remuneration of senior staff, and their remuneration levels, on the cathedral's websites and in its annual report

7.7 Stakeholder engagement

7.7.1 In cathedrals where Chapter members are appointed by those other than the Chapter, the Chapter makes sure that the cathedral:

- has clear, accurate and up-to-date electoral or community roll records, and lists of membership of appointing bodies
- tells members of these bodies about the cathedral's work
- looks for, values and takes into account members' views on key issues
- is clear and open about the ways that members can participate in the cathedral's governance, including, where applicable, serving on committees or being elected as Chapter members.