



# LICHFIELD CATHEDRAL GOVERNANCE CODE 2021

## Introduction

Lichfield Cathedral's Chapter is committed to the highest standards of governance to ensure the Cathedral's strategic vision is delivered. We have agreed this governance code, based on the Association of English Cathedrals' 2021 Code which is adapted from the Charity Commission's Charity Governance Code.

Good governance enables and supports compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the mission and purpose of the Cathedral.

It is the aim of this Code to help the Cathedral and its Chapter develop high standards of governance. We owe it to our congregations, communities, stakeholders and the wider public to demonstrate exemplary leadership and governance.

This Code is designed as a tool to support continuous improvement. Chapter has committed to 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 the Cathedral, as a charity, is already meeting this foundation.

There are seven guiding principles which, when followed, should result in key outcomes. There follow practical measures Chapter commits itself to take in furtherance of these principles.

Adopted by Chapter on

## THE SEVEN GUIDING PRINCIPLES

### **1 Cathedral purpose**

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

### **2 Leadership**

Lichfield Cathedral is led by an effective Chapter that provides strategic leadership in line with its aims and values.

### **3 Integrity**

Lichfield Cathedral's 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. 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.

### **4 Decision-making, risk and control**

Lichfield Cathedral's Chapter ensures 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**

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

### **6 Diversity**

Lichfield Cathedral's 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.

### **7 Openness and accountability**

Lichfield Cathedral's 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 Lichfield 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 the Constitution and Statutes
- are committed to good governance and want to contribute to the Cathedral's continued improvement.

## Principle 1 Cathedral purpose

### Principle

Lichfield Cathedral's 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. Chapter's core role is a focus on strategy, performance and assurance.

### Key outcomes

- 1.1 Chapter has a shared understanding of and commitment to the Cathedral's purposes and can articulate these clearly.
- 1.2 Chapter can demonstrate that the Cathedral is effective in achieving its charitable purposes and agreed outcomes.

### In practice

- 1.3 *Determining Cathedral purpose*
  - 1.3.1 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.
  - 1.3.2 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.
- 1.4 *Achieving the purpose*
  - 1.4.1 All Chapter members can explain the Cathedral's public benefit.
  - 1.4.2 Chapter evaluates the Cathedral's impact by measuring and assessing results, outputs and outcomes.
- 1.5 *Analysing the external environment and planning for sustainability*
  - 1.5.1 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.
  - 1.5.2 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

Lichfield 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 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 Chapter agrees the Cathedral's vision, values and reputation and leads by example, requiring anyone representing the Cathedral reflects its values positively.
- 2.3 Chapter ensures that the Cathedral's values are reflected in all its work, and that the ethos and culture of the Cathedral underpin the delivery of all activities.

### In practice

#### 2.4 *Leading the cathedral*

- 2.4.1 Chapter and individual Chapter members take collective responsibility for its decisions.
- 2.4.2 The Dean as chair provides leadership to 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 members of staff, the Executive Director, the Director of Finance and Operations and the Fundraising Director, Chapter makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.
- 2.4.4 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 Chapter is clear about the rationale, benefits and risks of having a subsidiary company. The formal relationship between the Cathedral and its subsidiary is clearly recorded and the Cathedral reviews, at appropriate intervals, whether these arrangements continue to best serve the Cathedral's charitable purposes.

#### 2.5 *Leading by example*

- 2.5.1 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 Chapter recognises, respects and welcomes diverse, different and, at times, conflicting views of Chapter members.
  - 2.5.3 Chapter provides oversight and direction to the Cathedral, and support and constructive challenge to its staff and, in particular, the Executive Director.
  - 2.5.4 Chapter, through its relationship with the Executive Director, creates the conditions in which the Cathedral's staff are confident and enabled to provide the information, advice and feedback necessary to 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

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. 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 Chapter does. This is true even when Chapter's decisions might be unpopular. Everyone who comes into contact with the 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 aim to 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. Chapter seeks to 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 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 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 Chapter makes objective decisions about delivering the Cathedral's purposes. It is not unduly influenced by those who may have special or personal interests. Collectively, the Chapter is independent in its decision making.
- 3.5 No one person or group has undue power or influence in the Cathedral. Chapter recognises how individual or organisational power can affect dealings with others.

### In practice

- 3.6 *Upholding the Cathedral's values*
  - 3.6.1 Chapter ensures that all 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 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 Chapter considers how the Cathedral is seen by all who are involved in its work and by the wider public. 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 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 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, 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 Chapter understands how real and perceived conflicts of interests and conflicts of loyalty can affect Cathedral's performance and reputation.
- 3.8.2 Chapter members disclose any actual or potential conflicts to 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 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

Lichfield Cathedral's 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

Chapter is ultimately responsible for the decisions and actions of the Cathedral but it cannot and should not do everything. Chapter may be required by statute, measure or the Cathedral's Constitution and Statutes to make certain decisions but, beyond this, it decides which other matters it will make decisions about and which it can and will delegate. Chapter members delegate authority but not ultimate responsibility, so Chapter implements suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters. Chapter members 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 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 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 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 Chapter's role are delegated to committees, staff, volunteers or contractors, Chapter keeps responsibility and oversight.

### In practice

- 4.5 *Delegation and control*
  - 4.5.1 Chapter regularly reviews which matters are reserved to 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 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 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 the Cathedral uses third party suppliers or services – for example for fundraising, data management or other purposes – 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. Chapter makes sure that such agreements are regularly reviewed so that they remain appropriate.

4.5.5 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, Chapter ensures that operational plans and budgets are in line with the Cathedral's purposes, agreed strategic aims and available resources.

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

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

#### 4.7 *Actively managing risks*

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

4.7.4 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 Chapter agrees and oversees an effective process for appointing and reviewing auditors, taking advice from the Finance, Audit and Risk Committee (FARC).

4.8.2 FARC's chair has recent and relevant financial experience and the Committee includes at least two Chapter members.

- 4.8.3 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 FARC, 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.
- 4.8.5 Report of risk to FARC is at the discretion of the Chair of Chapter, Chair of FARC and the Executive Management Team.

## Principle 5 Chapter effectiveness

### Principle

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

### Rationale

Chapter has a key impact on whether the Cathedral thrives. The tone 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 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 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 give sufficient time to be effective in their role.
- 5.3 The Dean as chair enables Chapter to work as an effective team by developing strong working relationships between members of Chapter and creates a culture where differences are aired and resolved.
- 5.4 Chapter takes decisions collectively and confidently. Once decisions are made Chapter unites behind them and accepts them as binding.

### In practice

- 5.5 *Working as an effective team*
  - 5.5.1 Chapter meets as often as it needs to be effective.
  - 5.5.2 The Dean as chair, working with Chapter members and staff, plans 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 Chapter has a Senior Non Executive Member (SNEM), appointed by the Bishop who provides a sounding board for the Dean and serves as an intermediary for the other Chapter members if needed. The SNEM takes the chair at Chapter meetings in the absence of the Dean or Acting Dean.
  - 5.5.4 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 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 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 Chapter's composition*
  - 5.6.1 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 Chapter.
  - 5.6.2 Chapter is large enough that the Cathedral's work can be carried out and changes to Chapter's composition can be managed without too much disruption.
- 5.7 *Overseeing appointments*
  - 5.7.1 There is a formal, rigorous and transparent procedure to appoint new Chapter members to Chapter, which includes advertising vacancies widely.
  - 5.7.2 The search for new Chapter members is carried out, and appointments are made, on merit against objective criteria and considering the benefits of diversity on 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 Chapter. Where the right to appoint to 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 Chapter is best able to deliver the Cathedral's purposes effectively.
  - 5.7.4 Non executive Chapter members are appointed for a three year term and are subject to a maximum of two re-appointments.
- 5.8 *Developing the Chapter*
  - 5.8.1 Chapter members receive an appropriately resourced induction when they join 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 Chapter reviews its own performance every year, with an external evaluation every five years. Such evaluation typically considers Chapter's balance of skills, experience and knowledge, its diversity in the widest sense, how Chapter works together and other factors relevant to its effectiveness.
  - 5.8.3 Chapter explains how it reviews or evaluates its performance in the governance statement in the annual report.

## Principle 6 Diversity

### Principle

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 Chapter make better decisions. This requires commitment, but it means that the 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 the 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 Chapter works to be inclusive, ensuring that all Chapter members are welcomed, valued and able to contribute. By committing to equality, diversity and inclusion Chapter seeks 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 Chapter is more effective because it reflects different perspectives, experiences and skills, including, where applicable, from current and future beneficiaries.

### In practice

- 6.4 *Assessing understanding of systems and culture*
  - 6.4.1 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 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 Chapter regularly assesses:
    - the Cathedral's approach to equality, diversity and inclusion, using available data and, where applicable, lived experience
    - its own practice, including:
      - o the diversity of Chapter members' backgrounds and perspectives in its regular Chapter skills audit to identify imbalances and gaps
      - o any bias in Chapter member recruitment and selection
      - o how the congregations, communities and people that the Cathedral serves are included

and centred in decision making

- o how meetings and Chapter information can be made more accessible and how to provide resources to support this
- o 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
- o how Chapter demonstrates inclusive behaviours in its decision making and how it engages with staff, volunteers, congregations and community members, and all who use and visit the Cathedral.

#### 6.5 *Setting context-specific and realistic plans and targets*

6.5.1 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 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 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 Chapter.

6.6.2 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 Chapter leads the Cathedral's progress towards achieving its equality, diversity and inclusion plans and targets. It receives regular updates from the Executive Management Team including challenges, opportunities and new developments.

6.6.4 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 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 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

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

### In practice

- 7.5 *Communicating and consulting effectively with stakeholders*
  - 7.5.1 Chapter identifies the key stakeholders with an interest in the Cathedral's work. These include congregation and Cathedral community members, staff, volunteers, donors, suppliers, local community and the general public.
  - 7.5.2 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, 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 Chapter ensures that stakeholders have an opportunity to hold Chapter to account through agreed processes and routes, including an annual congregational meeting.
  - 7.5.5 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 Chapter receives 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 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 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 Chapter ensures that the Cathedral:
- has a clear, accurate and up-to-date community roll
  - tells those on the roll about the Cathedral's work
  - looks for, values and takes into account stakeholders' views on key issues
  - is clear and open about the ways that stakeholders can participate in the Cathedral's governance, including, where applicable, serving on committees and being put forward as Chapter members.