

The appointment of staff

The appointment of good staff is essential to the effectiveness of a cathedral's mission, worship and liturgy as well as its administration. Cathedrals need to be clear about what roles are required for their various activities, the level of salaries they need to pay to enable them to recruit the right staff and the methods needed to find such staff. As roles change, it is important that they are reviewed, so that vacancies give the opportunity to recruit for the right jobs.

One example of good practice is in St Asaph where the cathedral pays for a clerical member of staff, who is integrated into the work of the Diocesan Office, and in return the Cathedral receives support from other diocesan administrative staff.

Open advertisement when appointing clerical and lay staff is recommended, so that there is as wide a field as possible, and recruitment does not rely only on personal recommendation. The panels should reflect those involved in the life and management of the cathedral.

The appointment of the Dean is of crucial importance and ought always to be openly advertised. The role of the cathedrals is not limited to their own diocese alone, for they have a wider role in the life of the Province and may become the seat of the Archbishop. When the appointing committee is formed it should reflect that wider role and there should also be representation from the regular congregation.

The following are suggestions about the possible composition of appointment panels for the various posts in a cathedral:

For Deans: The Diocesan Bishop; a representative of the Chapter; a lay representative of the Diocese; a lay representatives of the congregation; a representative of the Archbishop, who might be a Dean from another cathedral.

For Clergy staff in the cathedral: The Dean; the Bishop; representatives of the Chapter and of the congregation.

For lay posts, the Human Resources Committee of the Chapter may be a suitable appointment panel.

- **Recommendation 8: That cathedral posts ought normally to be advertised openly, and that the appointment processes be similarly open and transparent. For the appointment of a Dean it is recommended that the appointment panel should reflect the wide role of the Cathedral.**

Human Resources good practice

Cathedrals are employers and therefore must be aware of their legal obligations and must use best practice in dealing with staffing matters. Case law for employment issues has increased the need even for small employers to have proper personnel processes, consultation channels and appeal rights. The legislation is frequently changing e.g. in relation to flexible working requests and workplace pension rights, and it is important that there are people responsible for ensuring that the cathedral as an employer keeps up with changes to law and practice. Personnel matters cannot just be left to the Dean to deal with alone. The Chapter ought therefore to have a Human Resources Committee the remit of which should include:

- Staff job descriptions and appointments
- Remuneration
- Personnel policies
- The role of a disciplinary and grievance panel
- Health and safety matters
- Safeguarding

As the Dean may have to take management and disciplinary actions relating to paid staff, it may be helpful for a member of the Advisory Board to have pastoral responsibility for cathedral employees, should that be needed.

- **Recommendation 9: That the Chapter establish a Human Resources Committee as described above.**

Induction and Training

Deans need induction and training for the wide variety of new situations that they will meet. Training should include:

- Strategic and operational management
- Financial awareness
- Human Resources management
- Media handling
- Safeguarding

It is important that the Deans meet as a body to share good practice, and some of these training needs could be met at such meetings. Another key support for new Deans is the provision of an experienced Dean to be a mentor.

The Welsh Council for Voluntary Action has a helpful checklist for third sector organisations and their first principle is that 'an effective board will provide good governance by understanding its role'.

Clergy have often had no training as trustees other than for roles such as school governors. However, the business operations and assets of cathedrals (as well as the number of staff and volunteers) are substantial and those who are trustees need to be clear about their responsibilities and understand their role in managing an organization as complex as a cathedral. The Chapter should understand the legal and regulatory requirements, have robust internal financial and management controls, identify major risks and delegate authority for the management of staff and volunteers. This is a significant responsibility and must form part of the induction of new members of the Chapter.

- **Recommendation 10: That the Chapter determine the training needs both of paid employees (clerical and lay) and of members of the Chapter. That the Chapter include training in its budget.**

Province/ Diocese/ Ministry (Mission) Area/ Parish

There appears to be some uncertainty as to where a cathedral 'belongs'. Each of the areas in the title above is a candidate and there are other links and interests to be taken into account as well.

A cathedral has responsibilities to its Diocese, to its Congregation, to its Parish, to its City, to its Ministry Area, to the whole Province, to the Wider World and (on any particular day) not necessarily in that order. A virtue of a cathedral is that it is not private property; those who think that they own it (including the dean!) need to think again. The phrase 'Welcome to your cathedral' has broad meaning.

Our comment on the title of this section is therefore that the cathedral has a vital relationship with each of these areas, but also has an element of independence.

To take the example of the Ministry or Mission Areas, it is appropriate that the cathedral relates well to its neighbours, but that it is not subsumed by a Ministry Area. The advent of Ministry Areas means that the cathedral's role as a focal point of the Diocese becomes all the more important. A second example: neither Province nor Diocese should load the Dean with so many commitments and committees that he or she is unable adequately to perform the role of Dean.

Safeguarding

It is vital that cathedrals ensure the safeguarding of young people and of adults at risk, because of the cathedrals' choirs, congregations, regular activities and flows of visitors. They must follow the Church in Wales Safeguarding Policy (April 2016) which includes: all appropriate adults having the DBS (Disclosure and Barring Service) checks; safe recruitment; reporting of all allegations of abuse.

The Head of Safeguarding of the Church in Wales reports that the cathedrals are taking appropriate action over safeguarding, and that three cathedrals have either had or are in the process of having reviews of their processes with Provincial Safeguarding Officers. It is particularly important, when interviewing for cathedral staff, that no appointment is made without confirmation that the DBS check has been undertaken and that the results are known before the appointment is confirmed. The Cathedral Safeguarding Coordinators have the essential role of ensuring the safety of young people and of adults at risk. In order to maintain objectivity, the person appointed should be independent: not an employee and not related to any cathedral staff.

Volunteers

All the cathedrals have excellent volunteers who give generously of their time and expertise, for example in ensuring that the cathedrals are welcoming to visitors, and in helping with particular group visits such as those of schools and pilgrims. It is, of course, difficult for those cathedrals that have a small hinterland to attract volunteers and all the cathedrals need to consider ways of widening their appeal in order to attract people from beyond their congregations.

It is now good practice to give volunteers more clarity as to what their role is to be, to deliver any induction so that they can work safely and in accordance with the aims of