



Cadeirlan
Deiniol Sant
ym Mangor

Saint Deiniol's
Cathedral
in Bangor



Bangor Cathedral Implementation Group Progress Tracking updated 22/09/26

From the Oversight Board Terms of Reference:

The work of the Board will be complete when:

- (a) the Director of Safeguarding is content that all necessary DBS checks and all safeguarding training is up to date for all relevant Cathedral staff and congregation members and that the processes, procedures and culture which the Provincial Safeguarding Team would expect to observe in a well-run Cathedral are in place.
- (b) a new Dean has been in place for at least twelve months and the Chair of the group is confident that the Board's oversight is no longer required.
- (c) a member of staff with the responsibilities of a Chief Operating Officer has been appointed.
- (d) a member of staff with the responsibilities of a Chief Financial Officer (possibly shared with the DBF) has been appointed.
- (e) The Board is content that the Chapter has become a functional, properly trained trustee body which operates with appropriate boundaries around confidentiality, embraces its fiduciary duties, and can demonstrate good

<u>SAFEGUARDING REVIEW RECOMMENDATIONS</u>	<u>RAG Rati ng</u>	<u>Action</u>	<u>Responsibilit y</u>	<u>Completion Date</u>	<u>Notes</u>
Standard 1 - Governance					
Designated Safeguarding Trustee to be appointed by Chapter meeting		Agenda item	Chapter chair	22/06/2025	Archdeacon of Anglesey appointed
Safeguarding to be an agenda item at all governance meetings (Chapter)		Agenda item	Chapter chair	03/05/2025 Reviewed 4/12/25	

Annual report submitted to Chapter meeting to assess implementation of risk assessments, policies, and number of safeguarding reports.		Agenda item for annual meeting	Implementation Group initially then Operations Manager, then Dean.		Annual report submitted to the Bro Deiniol AGM on June 11th where this report was discussed and agreed. Versions need to be sent to the Charity commission (by October deadline) and also tabled at the next Chapter meeting.
Appropriate Safeguarding Lead and deputy to be appointed in the Cathedral.		Appointment of MASO	Dean (with Implementation Group advisors)		23/4/26 MASO responsibilities are within the job description of a new governance officer and interviews for the role of Governance Officer are to be held on June 3rd This failed to secure an appointment of a MASO. 2/9/26 Despite having approached

					a number of people within the congregation, no one is willing to take on the role at present. Dean Manon moved on from role in 1/9/26 and Canon Tracy appointed Acting Dean 1/9/26 onwards. Interviews for new Dean will be held October 5th, and process will follow the safer recruitment process adopted by GB 9-10th September. Manon will be meeting regularly with Tracy for 1-1s, next meeting scheduled for Oct 1st and will continue on a regular basis.
Safeguarding to be clearly identifiable on the Saint Deiniol's Cathedral website and links to Provincial Safeguarding Team.		Update website	Diocesan Director of Communications. Operations officer	06/01/2025	Information is checked regularly for compliance.

Standard 2 - Culture					
Consultation and discussion to provide update on future direction of the Cathedral and the time scales for the appointment of the Dean/Subdean.		Extensive consultation in January 2025	Archbishop & Chapter	Dean in post 10/09/2025	Individual and congregational meeting responses were invited as well as the wider diocese, Chapter meeting & senior colleagues
Regular meetings to be a priority with key Cathedral managers.		Operations Meeting; Line management	Dean and Regional HR Officer	10/09/2025	Building on interim leadership which was provided by Esgob Enlli Weekly Team meeting set up by Operations officer. This has continued under new Dean's leadership.
Feedback mechanisms should be developed and implemented to strengthen links with the Chapter to aid channels of communication.		This needs discussion in chapter, congregational meeting and team meeting. Further reflection needed on what good feedback mechanisms	Dean & Chapter		New patterns being developed by Dean and members of Chapter Team were grateful to Archbishop Cherry for her meeting with them 26/12/25 which helped improve communications. 23/4/26 Interim arrangements using staff meeting and congregational meeting until the new constitution

		would look like.			and trustee board is in place. New governance structure, when adopted, should address this. Congregational meetings and Bro Deiniol AGM was a step forward in increased communications.
	<u>RAG Rating</u>	<u>Action</u>	<u>Responsibility</u>	<u>Completion Date</u>	<u>Notes</u>
Standard 3 - Safeguarding Policy -					
Clearer sign posting and awareness of Church in Wales policies and guidance.		Safeguarding Training Posters Liturgy leaflets	Chapter Chair, PST and line managers	10/06/2025	MyChurchPeople updated; training requirements communicated; compliance is being monitored.
Safeguarding Lead (Maso / lead trustee) to oversee the implementation of the policy into the life of the Cathedral.		[see above re Safeguarding Lead]	Implementation Group, supported by PST		Dean oversees this area of cathedral life, Lead trustee also appointed. MASO needs appointing. Key leaders take their responsibilities seriously.

Standard 6 - Working and Communicating Safely					
Risk assessments to be completed for key areas of Cathedral life such as: Parents & toddler group, Sunday Children's group, alcohol use and social media usage. All risk assessments stored safely as a risk register.		Creation of RAs	Implementation Group. This was a key aspect of the Operations Manager's role. The Sacrist now takes a lead on H and S within the Cathedral team.	23/4/26	Operations Officer and HR officer have been working on RAs and processes and there is now a set of RAs, signed off by Chapter. The risk register has now been completed and submitted to the RB.
All those conducting risk assessments to receive appropriate training.		Autumn / Winter 2025/26 training	Implementation Group		Ops Officer completed training in February 2026 and has also had initial training on a one-to-one basis arranged by the HR officer. Sacrist already trained in this.
Clear codes of conduct in place for expected behaviours for those in leadership/management roles/choir members. Permanent employment of Operations Manager to implement new			Implementation Group, Chapter and Regional HR Officer	OM appointed February 2026	Dignity charter in place as well as policies. Suite of HR policies provided to staff 14/07/2025 and additional policies adopted 01/09/2025, and throughout

policies and procedures.			[with OM, once appointed]		2026. A new choir handbook has been written. Training has been completed on complaints processes, addressing bullying and harassment and sexual harassments as well as the dignity charter training. Final staff training was on 19/5/26.
Appropriate Alcohol Policy to be implemented as a priority.		Drug & Alcohol policy adopted 01/09/2025	Implementatio n Group		
All staff to complete awareness training for Complaints, Bullying and Harassment policies & Whistle-blowing policy.			Regional HR Officer	14/4/26 (Bullying and harassment and Dignity charter) and 21/4/26 (Whistleblowing and complaints)	This training has now been delivered as part of a suite of training for staff. Further training on 5/5/26 and 12/5/26 on more aspects of conduct (including addressing sexual harassment) and complaints.

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Standard 9 - Responding to concerns					
Clear information to be available on how to report/raise concerns.		Web, posters, service sheets	Chapter & DDC	06/01/2025	
Information of Support services be available in the Cathedral building and on the Saint Deiniol Cathedral's website.		Noticeboards and website	Implementati on Group		
Training provided for supporting Survivors.		Additional budget for PST training team to provide	Representativ e Body (RB)		Training completed January 2026 for supporting Victims with 31:8.
Ensure confidentiality statement and information sharing protocol is accessible and followed.			Implementati on Group, PST, C in W Data Control		
EPISCOPAL VISITATION					
1. Any future appointment to the role of Dean or Sub Dean should be exclusive of other responsibilities.		Role Description	Archbishop [delegated to panel]	10/09/2025	New permanent Dean started 10/09/2025 Interviews for new Dean, since Dean Manon became

					Bishop due to be held October 5 th .
2. Appoint strong [interim] leadership. A senior cleric placed at the Cathedral to 'steady the ship'.		Interim senior leader	Archbishop	01/01/2025	Esgob Enlli was seconded as interim lead
3. Chapter to elect a Lay Chair. A greater degree of accountability might be made possible by a different person [to the Dean] taking the Chair.			Dean & Chapter		Currently the Dean is chairing in order to set tone and leadership. A new constitution is being developed and in the new governance structure, a lay chair will be part of the new arrangements. See point 10.
4a. Continue to strengthen the scrutiny of governance & finance by Chapter.		Subcommittees strengthened ; additional audit in 2024	Chapter		Monthly meetings established; independent assessment of finances led to current consultation on staff restructuring. Interim Head of Finance appointed Sept 2026.

4b. Arrange appropriate trustee training .			IG and Province	07/07/2025	
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5. Appoint a Chaplain to the Choir. Responsible for induction into Christian worship including expectations regarding culture and behaviour within the Christian setting; the 'go to' for choir members who might find it difficult to take suggestions or concerns to staff; A different person might be considered for Chaplain to junior choir.			Implementation Group & Chapter		Given the changes in choir membership it is now appropriate again to appoint a member of the clergy team. The Canon for Congregational life will carry out these responsibilities. Accepted in a management 1-1 21/5/26
6. Create a culture of respectful communications. Eliminating unkind and inappropriate private communications; Clergy and employees [licences or contracts] to commit to only communication that embodies mutual respect; Everyone with authorised roles in the Cathedral to sign up to Church in Wales <i>Dignity Charter</i>.			Implementation Group, Dean & Chapter		Included in contracts for staff and policies adopted for everyone connected with the Cathedral. Training completed on the dignity charter 14/4/26 Dignity charter distributed to congregation on 19/4/26

					Creating this culture will be ongoing
7. Provide additional clergy resources as soon as practically possible.		Agreement to recruit/deploy	Archbishop	Announced 29/06/2025	Rev Andrew Broadbent has been Associate Vicar since Oct. 2025
8. Tap into wisdom and experience of the College of Priests .		Ministry Team meeting	Dean	06/01/2025	Retired clergy as well as lay and ordained staff fully involved in the ministry team of the cathedral.
9. Embed agreed strategy over an extended period.			New Dean, Chapter, Diocese & RB		This can only be signed off a year after the Dean's appointment
10. Clarify the role of Dean and Chapter in relation to Bro Deiniol and City of Bangor.		Creation of new CiO to incorporate Bro Deiniol and Dean and Chapter. Many discussions held with relevant bodies e.g chapter, Bro Deiniol congregations.	Registrar & Dioc. Standing Committee. GB if necessary.		New draft scheme prepared by Dean and Diocesan Registrar in collaboration with the Provincial head of legal. Agreement in principle by Chapter May 7 th and accepted 25 th June. Bro Deiniol Ministry Area Council reestablished June 11 th at Bro Deiniol AGM

