



Dear Friends

Very shortly Llandaff Cathedral will celebrate its 900<sup>th</sup> anniversary and we will be recalling its long and rich inheritance of worship and outreach as the mother church of an ancient diocese within the Church in Wales.

In these present days it is both rewarding and challenging to run a Cathedral. Rewarding because they are one of the most popular forms of Christian expression, valued symbols of our life in community. Challenging because their resources are meagre, and they operate on many levels, as houses of prayer, tourist destinations, heritage sites, and almost daily as gathering places within which young and old, religious and non-religious, remember and affirm our shared civic values.

Knowing that the Governing Body of the Church in Wales had recently approved a review of all Welsh Cathedrals ( <https://www.churchinwales.org.uk/structure/representative-body/publications/downloads/cathedrals-review-report/> ) it seemed like an opportune time for us to initiate a review of our own operations. This would be of especial value given the aspirations the Chapter has to develop a fresh strategic vision alongside the developing ambitions of the Llandaff diocese.

Three distinguished reviewers were asked if they would be prepared to undertake this task. None of them had prior knowledge of Llandaff Cathedral though each of them was deeply experienced in the leadership and governance of other Cathedrals. Our debt to them is huge. Their time and expertise has enabled them to listen to a wide audience of opinions, to scrutinise in detail the financial and capitular records, and to amply fulfil the terms of reference which are attached as Appendix B of their report. We wish to put on record our profound thanks to Richard Bacon, Jane Barker and Nick Bury for their generous service of Llandaff's Cathedral.

There is much in their report which recognises the value people far and wide place on our Cathedral and the desire to see it prosper. There is recognition of the dedication and affection which sustains its life and the opportunities which could be grasped.

Chapter has noted that the accusations of malpractice in the fundraising appeal and the financial management of the organ project are, with this review, proved unfounded and we hope, finally and unequivocally settled.

Yet it is also very clear that poor governance and operating structures enabled criticism to be made too easily and damaged the reputation of what was an inspiring project, one that has led to the installation of a tremendous asset for the Cathedral.

In addition, Chapter recognises that there is more work to be done if the Cathedral is to enjoy the very best of good governance and to move forward confidently in the delivery of its strategic objectives. Chapter members exercise their duties with loyalty and integrity but the obligations and responsibilities which are placed on trustees need constant review and sometimes organisational reform. Thus, Chapter has immediately established an implementation group under the chairmanship of Gerard Elias QC, asking it to make swift progress in acting upon the recommendations of the report.

We commend this report to you.

The Bishop of Llandaff  
The Chapter of Llandaff Cathedral

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