



Guidance The Annual Review

A. Introduction

The Ecclesiastical Offices (Terms of Service) Regulations 2009 (the **2009 Regulations**) have been amended¹ to provide for the dean to carry out an Annual Review with each residentiary canon who is an executive Chapter member in relation to the exercise of that residentiary canon's cathedral duties. Annex 3 sets out new Regulation 18A for your ease of reference.

This guidance explains what an Annual Review is (and is not) and seeks to support both deans and executive residentiary canons in their participation in this process. Annexes 1 and 2 provide some practical guidance on the review itself.

B. The Annual Review and Ministerial Development Review

The Ministerial Development Review (**MDR**) is a guided discussion framed around the office holders' ministry. Ministry is a gift and a trust and the MDR is founded on the assumption that all office holders are responsible to God for the ministry entrusted to them and they are accountable to the Church and to one another for the way in which their ministry is exercised. Although the MDR is episcopally led, the bishop may delegate some of their functions to others. However, as executive residentiary canons will have had an Annual Review with their dean, their MDR should not also be conducted by the dean².

The Annual Review is in addition to the MDR and has an entirely different function from it, being primarily concerned with the how executive residentiary canons are carrying out their operational duties in the cathedral.

C. What is (and is not) an Annual Review?

The Annual Review is a review of how the executive residentiary canons are exercising their cathedral duties³. The Annual Review does **not** include a review of the executive residentiary canon's trustee functions as a member of the Chapter.

It is expected that the Annual Review will normally play a key role in how executive residentiary canons are held accountable to the Chapter through the dean for their non-trustee cathedral functions, as required by s.12 of the Cathedrals Measure 2021 (the **2021 Measure**). Therefore, this guidance should be read in conjunction with the Commissioners'

¹ Regulation 3 of the Ecclesiastical Offices (Terms of Service) (Amendment) Regulations 2021 inserted new Reg 18A into the 2009 Regulations

² [AC MDR Guidance 2022 for website PDF.pdf \(churchofengland.org\)](#)

³ See Annex 3 for the definition of cathedral duties.

statutory guidance on Accountability to Chapter which is available on the Cathedral Guidance Portal.

Another key purpose of the Annual Review is to enable each executive residentiary canon to have the opportunity to discuss their cathedral duties with the dean and to raise any concerns, suggestions or ideas they may have for future development, as well as any training or resourcing requests they may have.

These aspects of the Annual Review are considered in more detail below.

The Annual Review is not a new mechanism to address capability concerns in relation to executive residentiary canons. The Annual Review and the capability procedure⁴ are two separate and self-contained procedures but they do need to be consistent. The Annual Review must not be used as a substitute for the capability procedure or its informal stages. If there is an issue of capability it is necessary to go through the initial stages of the capability procedure, making it clear to the executive residentiary canon concerned that their performance is not of an acceptable standard, and that the formal procedure will be activated unless their performance improves. That said, it would be open to question whether the capability procedure had been properly followed if the written record of the Annual Review did not provide evidence that issues about performance and the need to improve had been raised. Similarly, if there is an agreed Annual Review record which is inconsistent with matters being dealt with simultaneously under the capability procedure, it will make it more difficult to prove the lack of capability alleged.

D. Benefits of the Annual Review

The Annual Review is conducted by the dean. This dovetails with the fact that it is through the dean that each executive residentiary canon is held accountable to the Chapter for their non-trustee cathedral functions under s.12 of the 2021 Measure.

The Annual Review is intended to benefit the individual executive residentiary canon, as well as improving the overall effectiveness of a cathedral's operation. This is because it should provide an opportunity for those involved to clarify expectations in relation to the cathedral duties of the executive residentiary canon, as well as an opportunity to discuss operational challenges and opportunities in the context of the overall work of the cathedral to support the delivery of the Chapter's strategic goals.

E. What should an Annual Review consider?

The dean and executive residentiary canons (in their respective non-trustee executive capacities) work collaboratively with the chief officers and other senior staff in the cathedral to deliver the strategic goals of the Chapter.

As executive residentiary canons are office holders and not employees, they do not have a job description. However, the Chapter should normally provide⁵ for the non-trustee functions relating to the cathedral which pertain to each executive residentiary canon's office to be

⁴ Guidance on the specific processes and procedures that must be followed to address any capability concerns in relation to clergy is available at <https://www.churchofengland.org/sites/default/files/2017->

⁵ See Commissioners' Statutory Guidance on the Cathedrals' Guidance Portal - Accountability to the Chapter under s.12 of the 2021 Measure, sections 3 and 5.

recorded in writing⁶. This agreed list of functions will enable the Chapter, the dean and each executive residentiary canon to be clear what functions each executive residentiary canon is accountable to the Chapter for under section 12 of the 2021 Measure. This agreed list of functions, together with any previously agreed operational objectives and/or development needs, are expected to form the basis for the discussions in the Annual Review.

It is anticipated that the Annual Review should, as a minimum:

- (i) review the executive residentiary canon's list of non-trustee executive functions relating to the cathedral and consider and discuss whether and how they have been carried out during the last review period;
- (ii) provide an opportunity for the dean and the executive residentiary canon to each provide the other with constructive feedback and / or to raise any concerns they may have in a confidential and safe space;
- (iii) agree SMART⁷ objectives for the next review period which relate to their non-trustee executive functions and support the delivery of the Chapter's strategic goals; and
- (iv) identify any training or resourcing needs for the executive residentiary canon or any department they may be responsible for, to enable them to better carry out their non-trustee executive functions.

Each cathedral should record in writing how feedback will be sought to inform Annual Reviews. This should be shared with executive residentiary canons so they know what to expect. The way in which feedback is sought is likely to vary between cathedrals, with some seeking 360-degree feedback and others taking a different approach, such as agreeing a list of key people from whom feedback will be sought prior to each Annual Review.

F. How are the outcomes of an Annual Review agreed and recorded?

A written record of the outcome of the Annual Review, and of any relevant matters relating to it, must be produced and signed by both the dean and the residentiary canon to evidence that it has been agreed by them. It is recommended that the dean uses a standard form for recording the outcomes of Annual Reviews in their cathedral, which should make it easier for the dean to ensure they are taking a consistent approach to Annual Reviews over time. The form used to record the outcome of Annual Reviews should be bespoke for use in relation to Annual Reviews of executive residentiary canons only.

If there are difficulties agreeing the formal outcome of the Annual Review, for example the proposed operational objectives are not agreed, or there are concerns that the outcome of the Annual Review does not fairly represent what was agreed or discussed, the Senior Non-Executive Member (**SNEM**) of the Chapter should be asked to assist, where appropriate. The SNEM is considered to be the appropriate person in such a situation because the executive residentiary canon is ultimately accountable to the Chapter for his or her executive cathedral functions.

Although the Annual Review process is in addition to and separate from the MDR, signed copies of the outcomes of all Annual Reviews held since an executive residentiary canon's last MDR should be provided to the Bishop or their representative before their MDR is held. This is to support and inform discussions in the MDR about the executive residentiary canon's

⁶ The record of the non-trustee functions relating to the cathedral should not mandate when or how such functions are to be performed by the office holder.

⁷ Objectives should be SMART – Specific, Measurable, Achievable, Relevant and Time-bound. SMART objectives must not seek to provide when or how an office holder is to carry out their duties of office.

ministry development needs and to assist in the consideration of any plans for their future ministry⁸.

⁸ [AC MDR Guidance 2022 for website PDF.pdf \(churchofengland.org\)](#)

Annex I

Preparing for the Annual Review

Dean's Preparation

Allow sufficient time for the meeting in your diary and arrange an appropriate setting which is private and should not be disturbed.

Ensure that you and the executive residentiary canon each understand the process and how to prepare effectively. To facilitate this, ensure that you and the executive residentiary canon participating in the review each have a copy of:

- (i) this guidance;
- (ii) the executive residentiary canon's agreed list of non-trustee functions relating to the cathedral which pertain to their office; and
- (iii) the agreed outcome from any previous Annual Reviews (this is particularly important where the dean is new in post).

When reviewing the executive residentiary canon's agreed list of non-trustee functions relating to the cathedral which pertain to their office, consider what you need to discuss or raise in order to hold the executive residentiary canon to account to the Chapter for these functions.

To inform your considerations, you should revisit the agreed outcomes from previous Annual Reviews and consider if the objectives are still current and to what degree they have been met, exceeded or whether subsequent events have meant they were not achievable. Ensure you have a balanced view over the whole year and avoid focusing on recent events only.

You should seek and obtain appropriate feedback in accordance with the cathedral's agreed practice and consider how to share this feedback during the Annual Review and use it to inform suggestions for agreed outcomes.

As part of your preparation, it may be helpful to ask yourself the following questions:

- (i) What are the non-trustee functions relating to the cathedral which pertain to the residentiary canon's office and (how) have these been carried out?
- (ii) Do you have any specific or general feedback you would like to provide and, if so, how can it best be delivered?
- (iii) Where have strengths been evident and how can they be developed further?
- (iv) Are there areas where it appears more support or training is needed and, if so, what could the Chapter provide to increase effectiveness, such as training or improved resources? Consider suggestions for discussion.
- (v) Is the cathedral making the best use of their skills and abilities? If not, how can it do so? Consider suggestions for discussion.

Executive Residentiary Canon's Preparation

Before the meeting you should review:

- (i) this guidance;
- (ii) your agreed list of non-trustee functions relating to the cathedral which pertain to your office; and

- (iii) the agreed outcome from any previous Annual Reviews and, in particular, any objectives agreed in previous Annual Reviews.

Review your functions and your objectives from previous Annual Reviews and consider whether and how you have delivered or achieved each of them.

- (i) Make a note of your main achievements in carrying out your functions and meeting your objectives since your last Annual Review.
- (ii) Make a note of the functions or objectives you were unable to deliver or achieve in the way you would have expected and consider why this was the case and what additional support or resourcing you may need to deliver them in the next period (if still required).
- (iii) Make a note of what new objectives you would like to deliver or develop in the coming year to support the delivery of the Chapter's strategic goals and what additional support or resourcing you may need to deliver them.

Consider whether you have any specific or general feedback you would like to provide and, if so, how can it best be delivered.

Annex 2

Undertaking the Review

The Annual Review should be held in private with interruptions avoided where possible.

The Annual Review itself should be in the form of a guided discussion, using open questions where possible.

The discussion should reflect on achievements and difficulties over the review period in relation to each of the executive residentiary canon's agreed list of non-trustee functions and any objectives agreed in previous Annual Reviews. You should also consider, together, whether and how the executive residentiary canon may need to be supported to further develop their skills, knowledge and behaviours (such as leadership or management) to help them to carry out their identified executive cathedral functions and agreed objectives.

The discussion should be framed in the context of supporting the executive residentiary canon and should encourage self-assessment. Appropriate constructive feedback should be provided by the dean and sought from the executive residentiary canon. It is important that feedback is given and received in a respectful way.

In closing the discussion, the key points for inclusion in the formal written outcome should be agreed in writing, which should include the objectives set together for the next year.

Annex 3

New Regulation 18A of the 2009 Regulations

18A Executive residentiary canons: annual review

- (1) In the case of each office holder who is an executive residentiary canon, the dean of the cathedral shall, on at least one occasion in each calendar year, conduct a review with the residentiary canon of his or her exercise of cathedral duties.
- (2) A review under this regulation is to be known as an “annual review” and is in addition to the ministerial development review.
- (3) It shall be the duty of each executive residentiary canon to co-operate in any annual review undertaken under this regulation.
- (4) The dean shall keep a written record of the outcome of any annual review and of any relevant matters relating to such a review, which shall be signed by the residentiary canon and the dean.
- (5) In this regulation, “executive residentiary canon” means a residentiary canon who is an executive member of the Chapter of the cathedral concerned; and “executive member” and “cathedral duties” each have the same meaning as in the Cathedrals Measure 2021.

Cathedrals Measure 2021 – definition of “cathedral duties”

45 Interpretation

- (1) In this Measure—
“cathedral duties”, in relation to a cathedral, means duties (whether in the cathedral or the diocese) which should, in the opinion of the Chapter after consultation with the bishop, be performed in or from the cathedral;