

# Blackburn Cathedral

## Safeguarding Improvement Board

September 2025 - December 2026



### Terms of Reference

1. The Improvement Board is established in response to Chapter's acceptance of all the recommendations of the INEQE audit report (July 2025). The purpose of the Improvement Board is to work with the Cathedral Chapter and executive, providing challenge and support to ensure the Cathedral is meeting the Church of England's National Safeguarding Standards and the requirements of Trustees under the Charities Act of 2011, especially the guidance "Safeguarding and protecting people."
2. The Board will be chaired by an independent person with experience in leading organisations through change, to drive forward and ensure improvements to safeguarding culture and operations.
3. Membership of the Board will be drawn from a professional community of interest including: The Cathedral's Interim Dean and Senior Non Executive Member of Chapter, Church of England National Safeguarding Team, Diocesan Board of Finance, Bishop's Office, statutory bodies, local authorities, the charity sector, members of Chapter and representatives from the congregation.
4. Members will be expected to abide by the Nolan principles. The Board's composition may alter as required and agreed by the Chair. The Board will be supported by the Cathedral COO.
5. The Board will meet monthly and aim to complete its work by December 2026. Meetings will be scheduled at intervals to enable minutes from the Improvement Board meetings to be considered at monthly meetings of Chapter.
6. The Board will oversee the development and delivery of a Safeguarding Improvement Plan to address the required improvements at the Cathedral, measure progress advise on how to evaluate impact.
7. The Board will listen to and actively seek the views of the wider Cathedral community to inform its work, including victims and survivors, congregations, staff and volunteers.
8. The Board will treat information with sensitivity and judgment as confidentiality of some material will be required. The Board will produce three key messages following each meeting which will be published on the Cathedral's website and made available to the Cathedral community and stakeholders.
9. The Board has agreed an escalation process for raising issues and concerns. Board Members may speak with the Chair in the first instance. The Chair may escalate matters to the Interim Dean and the Senior Non Executive Member of Chapter for further consideration. If required these may be considered by Chapter, the National Director of the National Safeguarding Team and the Bishop. Matters concerning the Chair should be raised with the Interim Dean in the first instance.