

Safeguarding Audit Recommendations - Action Plan

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
3.1.1 Precincts and buildings			
How might the visibility of the vergers team be improved and used to support actively the work of other staff and volunteers within the Cathedral?		Recent case has highlighted the need for the vergers to be involved at an early stage. Vergers now walk through the Cathedral at least every hour and 'visibility' is a subject on the monthly vergers' meeting agenda.	Completed
How might the use of walkie-talkie radios, CCTV etc. be introduced more speedily in order to improve communication, surveillance and safety within the Cathedral building and its surrounds?		Walkie talkies purchased and training completed.	Completed
3.1.2 Vulnerable Adults			
How might the DST assist the Chapter in developing its approach to safeguarding vulnerable adults, as set in the Church of England policy statement Promoting a Safer Church? The new DSA has started working with the Cathedral around partnership working and culture. The DSA will arrange to attend an MoW meeting to talk about safeguarding and their responsibilities, with a view to furthering partnership work. We will look at themed sessions around the wider safeguarding agenda. Plan to be developed by end Jan 21.		Pastoral team need to be part of the safeguarding process. No DBS required as no home visits currently take place. The Pastoral team are in need of safeguarding refresher training - this to be completed by end March 2021. Those MoW who are involved in offering pastoral support in the Cathedral should attend C1 training. CT to establish which of the team will be returning post lockdown and put plan in place for completion of safeguarding training online. The Safeguarding Incident Form has been developed, agreed by DST and now being used. The Safeguarding Lead to co-ordinate distribution and guidance on the use of form by end Jan 21. An audit of the forms will be completed by the DSA.	March 21 Jan 21
How might the Cathedral work with the DSA to ensure that safeguarding-related responses by Cathedral staff and volunteers are appropriate, consistent with good practice standards, and suitably recorded?		The new DSA has started working with the Cathedral around partnership working and culture. The DSA will arrange to attend staff meetings as requested (frequency to be agreed - potentially February 21 staff meeting) to discuss safeguarding and their responsibilities, with a view to furthering partnership work. We will look at themed sessions around the wider safeguarding agenda. Plan to be developed by end Jan 21 and reviewed in 6 months	Feb-21
3.1.3 - Children			

How confident is the Cathedral that practice guidance being developed for The Ark is commonly accessible and aligns with overall Cathedral approaches to safeguarding?		We need to ascertain what policies are available in the Ark and if the Cathedral Safeguarding Lead is satisfied with these policies. CT to contact other Sunday Schools for example policies and Diocesan Education Team. RA to discuss with EJT as it is possible that EJT may have some knowledge on policies they may have?	Mar-21
3.1.4 - Choir			
How might the pre-rehearsal arrangements for the boys' choir be improved to allow those who wish to spend time quietly to do so?		During covid times there is no opportunity for quiet time due to current restrictions. Due to sickness, HH to reschedule meeting with January	Feb-21
What arrangements can be developed both to relieve the pressure on the Choir Matron and also plan for increased resilience in arrangements for safeguarding and welfare support to the children's choirs? DBS & Leadership		2 x choir supervisors in post - Leadership training has been completed.	Completed
In what ways might the safeguarding arrangements for the adult lay clerks be strengthened, including in relation to the young members of the adult choir?		It was agreed we may need to wait to see what comes out of the IISCE report for Cathedrals. In the meantime, RA to speak with AB regarding lay clerks updated contract, although it was acknowledged that it is not a contract as such, more a terms of reference.	Apr-21
3.1.5 - Bell Ringing			
How might the Canon for Liturgy work together with the Tower Captain to ensure that safeguarding procedures for the bell tower are robust and align with Cathedral policies, procedures and practice guidance?		The draft minutes of the AGM have been reviewed by the Canon Precentor, the minutes need to be amended to say Cathedral safeguarding procedures rather than Diocesan, however, they state: Safeguarding SCIE undertook an audit with regard to Diocesan safeguarding procedures, training and practice. There is a section in the guidance that relates to the tower. Janet told the meeting that she has been in regular contact with Julian Hodgson, Diocesan Safeguarding Officer, and his team to ensure compliance with procedures and, when necessary, to discuss safeguarding issues as they relate to bell ringers. Paul said that all members of the band have signed to say they have read the safeguarding guidelines which are available in the tower. Amendment to be made at February's AGM.	Jan-21
3.2.5 - Information sharing practice (including within the Cathedral, with linked diocese, with statutory agencies, with other places of worship [i.e. when someone about whom there are concerns moves])			

<p>Given the possible blurring of boundaries between pastoral about when the DST ought to be consulted or involved? and safeguarding issues, particularly in relation to vulnerable elderly people, how might the DSA assist the Cathedral in developing a clear understanding</p>		<p>A date to be arranged for the Diocesan Safeguarding Advisor to attend the pastoral team meeting. New date to be arranged with new DSA by end of March 2021. We need to confirm whether the Pastoral team are meeting during the pandemic. CT to liaise with EJT</p>	<p>Jun-21</p>
<p>How might case file organisation and recording practice in the Cathedral be improved? System in place for form and to be assured form is used - review in May 21</p>		<p>CT & JH to discuss standard Cathedral filing system There is a Church of England policy for file organisation (practice guidance). Flow chart and form produced for approval - RAG Rating changed to orange. How can we turn this green? Need to be included in the SLA/Partnership Agreement. 6 monthly file review system to be put in place and this could be included in the SLA/Partnership Agreement and discussed at next CSC.</p>	<p>May-21</p>
<p>How can greater clarity be ensured at all levels within the Cathedral regarding the balance between the need to maintain confidentiality whilst ensuring that children and vulnerable adults are safeguarded?</p>		<p>A change in culture is required and possible training. The SLA is under revision and will possibly be developed into a partnership agreement. DSA needs to continue to forge links across the Cathedral and develop relationship with Head of Operations/CSL. DSA to lead work around wider safeguarding agenda and review in 6 months. Chair of the CSC to review current SLA and make suggestions on how to move forward with a new Agreement.</p>	<p>May-21</p>
<p>What priority should be given to implementing the spirit and letter of the Church of England's policy and practice guidance Responding Well to Domestic Abuse (2017)?</p>		<p>Now implemented and ongoing. Training is in place. Need to be clear who did training and what level - feedback to be provided to Cathedral.</p>	<p>May-21</p>
<p>What risks may there be in restricting supervision of safeguarding agreements to</p>		<p>Dean's approval has been granted to include the Vergers in</p>	

<p>members of the clergy only?</p>		<p>supervisor training. Steps are being taken to include all relevant persons in supervisor training as a matter of urgency. - All vergers are now Supervisors</p> <p><i>What training has taken place and how is this recorded? RAG rating changed to red</i> HH take up with DST Training attendees to be identified. Did all training take place? Did all attend? HH to review training records.</p> <p>The DST did complete a morning session for the vergers team (and clergy) but the personnel in the Verging team has changed and the current verging team have not had supervisor training. Currently have 3 people on agreements and none of the services that they would have attended have happened since lockdown 1. The Review meetings are overdue, it was acknowledged it is difficult to review when churches are not fully open. HH to speak to Dave Bowden regarding supervisor training. Is it appropriate for Helen to provide independent oversight on confidential agreements? We do have practice guidance on management of offenders which is reviewed annually.</p>	<p>Jan-21</p>
<p>3.4 - Training</p>			
<p>How might the development and delivery of a strategic plan for safeguarding training be used to help the Cathedral promote its approach to safeguarding and achieve its aim of embedding an enduring culture of safeguarding in all parts of the Cathedral?</p>		<p>Diocesan policy was due to change in October 2019. Once changes are made, it will then be implemented by the Cathedral. C3 & C5 training has been abolished in favour of repeating the highest level of training required for the role. (HH to check). Contact Nick to check who has done what, create record and id gaps. The new DSA has started working with the Cathedral around partnership working and culture. Plan to be developed by end Jan 21.</p> <p>National team has changed criteria leadership training - Nick Hardy is reviewing to ascertain who will require what type of training. There are fewer people needed to do the leadership training (C4). This is being delivered by the diocese.</p>	<p>Jan-21</p>
<p>How might the Cathedral work with the Diocese to ensure the quality and relevance of the various levels of safeguarding training? Is regular reporting on delivery needed?</p>		<p>Copy of the evaluation form to be given to the Cathedral when staff attend training.</p> <p>This was completed after the last training sessions - need to have a</p>	

		process in place to evaluate feedback and for DSA to be made aware. This can form part of the DSA attending various team meetings. Training to be relevant to current news or an appropriate Cathedral scenario. It is important to get the feedback as people need to be engaged.	May-21
Would an offer of safeguarding training to the congregation assist the Cathedral in developing its safeguarding culture?		This need further consideration -there is concern training to the congregation may not be effective and there could be other measures we could put in place e.g. development of posters or leaflets, include in sermon 1xpq?Visibility of safeguarding lead. Could it go into the Flag?	May-21
3.5.4 - DBS			
How might the Cathedral address the problems with the current process for administering DBS checks, both within the Cathedral itself and with the Diocese?		Staff changes have caused difficulties in the process. This is now much improved. Consideration to be given to completing the process in house. The Cathedral staff member who will be responsible for administering DBS checks has now returned from a prolonged period of sickness and is booked on to the training session early Feb. Process needs to be tested.	Mar-21
What capacity can be put into place to ensure that all recruitment and record keeping practices meet the standards specified within the Cathedral's own policy and practice guidance regarding safer recruitment?		Head of Operations and Head Verger have attended this training. The Director of Music to complete in February	Feb-21
What measures can be taken to achieve a systematic approach to assessing and allocating the appropriate level of safeguarding training to all clergy, staff and volunteer posts in the Cathedral?		More understanding/training required. Supervisor training also required as a matter of urgency. CT to identify roles and DSA to liaise with Nick Harding. NH will be providing information on who should be doing what training - if we are still unsure, DST will deal with any queries.	Feb-21
4.1.6 - Whistleblowing policy			
How might the Cathedral and Diocese work together to ensure that the Diocesan/ Cathedral PPPG are up to date, comprehensive, consistent with national guidance, and accessible to all who need or wish to have access to them?		This policy was adopted by Chapter in February 2019 and is in the Staff Handbook - staff sign to say read. They will be sked to read it annually and CT will maintain a central record.	Mar-21
How might the Cathedral ensure that the less formal practice guidance developed within different parts of the Cathedral and appropriately aligned with the Diocesan/ Cathedral PPPG?		CT to review the SCIE report and identify what this relates to. Next steps can then be agreed.	Feb-21
4.2 - Cathedral SAFEGUARDING ADVISOR AND THEIR SUPERVISION & MANAGEMENT			

How might the Chapter best address its reliance on a single individual to provide its safeguarding advice and guidance and improve its future resilience?		This is unclear - there is more than one member of staff in the DST so unclear why this is included. CT to check SCIE report. The Chair of CSC is taking a more active role in the operational side of safeguarding. If the DSA was not there, who would it go to? The Cathedral needs to be assured that the team is available when the advice is needed. The SLA needs to reflect this.	Feb-21
How can the DSA's line manager best work with the external supervisor to optimise support and professional development for the DSA and his team? What mechanisms would best enable the quality of the DSA and his team to be appraised and monitored?		Annual affirmation from the Bishop of Derby to Chapter together with regular meetings with the DSA and the Dean. The SLA is being reviewed to ensure we are clear on expectations etc. It will be reviewed annually. DSAP developing QA work and Cathedral will be included. The DST are actively encouraged to attend skills and development training with multi agencies.	Jun-21
How might the Cathedral work with the DSA to ensure that safeguarding related responses by Cathedral staff and volunteers are appropriate, consistent with good practice standards, and suitably recorded?		Dip test on a 6 monthly basis by the DSA. This needs more detail re development of the forms, the ongoing culture work etc. This will tie in with 6 monthly file review meetings.	Jun-21
4.3.2 - Secure storage			
How might the Cathedral learn from good practice in other settings, such as schools, and develop a 'single central record' which brings together all information relevant to each individual and keeps it up to date?		Head of Operations and team are currently putting DBS checks and safeguarding training under one filing system together with staff personnel files.	Mar-21
How might the Cathedral and Diocese improve the 'read across' between the two record-keeping systems, where appropriate?		Records are kept by the Cathedral and copied to the DSA. Further checking whether the correct paperwork is being used is required. Further consideration is required regarding confidential agreements. A 6 monthly review of files by HoO and DSA will improve this.	Apr-21
5.1 Quality Insurance			
What quality assurance mechanisms – e.g. self-audit; routine benchmarking against other Cathedrals; lessons learnt from other Cathedrals; survivor feedback; staff and volunteer feedback; learning cycles from case work –can the Cathedral put into place to monitor and develop safeguarding practice, in line with the national Key Roles and Responsibilities of Church		Key Points action points: 1. DSAP to develop quality assurance and the Cathedral could be included. 2. PCR2 will assist in drawing a line to enable the Cathedral to move forward. 3. the CSL is part of the National Network of Safeguarding Leads	May-21
How can these different mechanisms be brought together into an organisational learning		Can we embed that learning culture into the partnership agreement	

framework?		rather than having a separate document? This partnership agreement could be part of the 6 month review meetings.	Apr-21
How might the Cathedral oversee the operation of the SLA with the Diocese and be assured that it is working well for the Cathedral?		SLA to be reviewed and updated into a partnership agreement? To be reviewed annually. DSA to work with Cathedral around safeguarding culture etc..	Apr-21
What role should the Cathedral Safeguarding Committee take in overseeing the Cathedral's quality assurance arrangements?		This to be on the agenda for the next Safeguarding committee meeting. The recommendation is that this will be an item discussed at Officer level at half yearly basis and issues arising come back to the CSC - this to be discussed at CSC on 1.2.21.	Jan-21
5.2 - Complaints about the Safeguarding service			
How might the complaints process be improved, including the alignment between the apparently separate processes for staff and volunteers?		Does this go into partnership agreement? Diocese has a safeguarding complaints procedure - the initial draft could be based on this policy and then drafted to Cathedral use.	Jan-21
5.3 - Whistleblowing			
How might the Cathedral raise awareness of the whistleblowing policy, and how it should be used?		This to be implemented into the staff handbook and displayed on noticeboards. Link to previous one re whistleblowing	Completed
5.4 - Cathedral SAFEGUARDING MANAGEMENT COMMITTEE AND DIOCESAN SAFEGUARDING MANAGEMENT COMMITTEE			
What should the governance arrangements between the Diocese and the Chapter be in respect of safeguarding, and how might these operate in practice?		The DSA will normally implement a written report for the Safeguarding committee meetings and for the chair of that group to provide a written report for the DSAP. DSAP is developing Terms of Reference and the Cathedral has been consulted. CSC dates for the year to be set.	Jun-21
How might the Chapter satisfy itself that the CSC is still operating to the right terms of reference, and who should be involved in this process?		Annual review of terms of reference - this should be done at the same time as reviewing the annual suite of policies in February and then reported at Chapter. It was agreed it should be reviewed annually (Feb) - add terms of reference to be added to suite of policies to be reviewed.	Feb-21
How can the role of the DSMC be brought in line with the requirements of Key Roles and Responsibilities of Church Office Holders and Bodies (October 2017) in relation to the Cathedral?		The DSMC is now DSAP and has a new Chair, together with a new DSA and this is now in line with requirements.	Completed
5.5.1 - Theological Leadership			
What can the Dean do to share and embed positive public messages about the importance		Discussion required with the Dean and CSL on how we can make	

of safeguarding and its integral place in Cathedral life?		safeguarding an integral part in the Cathedral. The Dean set a target to complete an overview of safeguarding in the first week of his appointment which was delivered to the CSC and Chapter. The Dean to be asked to speak about this at CSC on 1.2.21.	Jun-21
5.5.2 - Strategic Leadership			
What role might the CSC play in developing a more strategic approach to embedding safeguarding at the heart of the Cathedral's ministry?		See above. Will be framed in the partnership agreement.	Jun-21
How might the Chapter develop its leadership role in relation to safeguarding children and vulnerable adults?		See above. There is now active engagement and supervision for offenders attending the Cathedral.	Jun-21
Operational leadership and management			
How might the Chapter build a resilient operational safeguarding system which supports but is not entirely dependent on the individuals within it for its effectiveness?		Development of the safeguarding incident form and process for reporting incidents. The Cathedral and DSA are developing a partnership. The DST are trying to broaden understanding of safeguarding across the Cathedral so there are more people owning it. A secure and resilient filing system will also assist with this.	Jun-21
How might the Chapter satisfy itself that the various documents and other public information all convey a consistent message about safeguarding?		New leaflet and poster will inform chapter; policies are reviewed in Feb 21 and Chapter review committee mins	May-21
5.5.4 - Culture			
How might the Cathedral develop its culture to put the welfare of victims and survivors at the centre, with less emphasis on responses which are focused on reputational issues and the welfare of persons who pose a risk to others?		Link for victims & survivors is included on website. Diocese will develop survivor strategy and Cathedral can consider signing up. Do we put in recently conducted learning review and completing the actions as a result?	Jun-21
How might a formal communications plan assist the Dean and Chapter in developing a positive culture where safeguarding is accepted as 'everybody's business'?		Timeline to be reviewed by HH/CT. We have a new communications strategy - make sure that safeguarding is referenced in this plan.	Mar-21