

## Safeguarding Audit Recommendations - Action Plan

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
<b>3.1.1 Precincts and buildings</b>			
How might the visibility of the verger 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 verger's 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. In addition, fob security has been installed on all four doors leading to the East end of the Cathedral. This has increased security and safety in the building.	Completed
<b>3.1.2 Vulnerable Adults</b>			
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?		<p>The new DSA has started working with the Cathedral around partnership and culture by attending 4 staff meetings and focussing on themed session and Cathedral specific issues. There is the need for further work to be completed with the MoW team and the DSA will attend a training session. CT to arrange a date for middle of September.</p> <p>Due to a change in personnel, the pastoral team have yet to meet as a group. CT to speak to the Dean to ascertain the future of the pastoral team and the need for safeguarding training to be on the agenda.</p> <p>Due to continuing changes in personnel, the pastoral team has not been reconvened since lockdown ended. Pastoral arrangements are now in place via a publicised telephone number which people can contact and pastoral support is delivered by the clergy. In due course, the pastoral team may be reconfigured to include clergy and laity and all members will be required to complete safeguarding training and DBS checked.</p>	Completed thus far
How might the Cathedral work with the DSA to ensure that safeguarding-related responses by Cathedral staff and volunteers are appropriate, consistent with good		The new DSA has now attended 4 staff meetings and discussed partnership working and culture. These sessions have been	

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
practice standards, and suitably recorded?		invaluable and have provided support to the team. Further sessions will be arranged for 2022. The DSA has established a good working relationship with COO/CSL and the Dean and that remains ongoing. Work has been completed on roles and responsibilities resulting in a review of the flow chart.	Completed
<b>3.1.3 - Children</b>			
How confident is the Cathedral that practice guidance being developed for The Ark is commonly accessible and aligns with overall Cathedral approaches to safeguarding?		<p>There are no specific risk assessments for the Ark, although it is accepted that the Ark have not been meeting during the pandemic. The COO has met with the Ark Leader and a risk assessment will be drafted. The Ark is due to reassemble in September 21 and a risk assessment will be in place before this date.</p> <p>The Ark as it existed prior to the pandemic has not recommenced despite the cathedral reopening and it is unclear whether there is currently a need for it to do so. This is being explored and should the Ark restart, either under the same name or another name, new Leaders will be safely recruited and appropriate policies and procedures will be put in place prior to recommencing.</p>	Completed thus far
<b>3.1.4 - Choir</b>			
How might the pre-rehearsal arrangements for the boys' choir be improved to allow those who wish to spend time quietly to do so?		<p>The DSA is confident the pre-rehearsal processes work well. During normal times, the choristers come into Song School, squash and biscuits between 4pm-4.20pm, start rehearsing at 4.20pm. The girls can have a catch up and boys are allowed on the game console, about 15-20 minutes. If it is really noisy they can go into the other room (Beddoes Room). There is always a supervisor present and there is the facility for quiet space if required.</p> <p>The new roles and responsibilities flow chart provides clarity on where to go if an issue is raised.</p>	Completed

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
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?		The DSA has reviewed and made some suggested alterations which have been agreed with the Director of Music. Once health and safety policies, social media and whistleblowing policies have been adopted by the Chapter, these will form part of the Lay Clerks agreement.	Completed thus far
<b>3.1.5 - Bell Ringing</b>			
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 minutes from the AGM have confirmed the Bellringers do adhere to Cathedral safeguarding policies.	Completed
<b>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])</b>			
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		A discussion with the Dean is required to ascertain what pastoral provision is in place during the vacancy.  Staff knowledge has been secured via the staff meetings and staff are clear on how to respond if volunteers provide information that may be of a concern to them. The COO and DSA meet twice yearly to audit safeguarding files to ensure that referrals have been dealt with appropriately. The pastoral team as it existed prior to current clergy vacancy is no longer meeting as a group and pastoral support is being delivered by clergy via contact to a central number. Training has also been delivered to the MoW team around safeguarding generally and the need to make referrals to the COO if any concerns are identified around vulnerable adults.	Completed
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		6 monthly file review system is in place and also included in the Partnership Agreement. The first review took place in June and now in the diary for every 6 months  This is now complete	Completed

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
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>Considerable amount of work has been completed to ensure there is a change in culture and identify any training issues. The SLA is under review and will be developed into a Partnership Agreement. The DSA continues to forge links with the Cathedral Community.</p> <p>Confidentiality is linked to SLA and roles and responsibilities and a new flow chart has been designed. The DSA has met with the Director of Music and is assured the safeguarding arrangements within the Music Department are good.</p>	Completed
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)?		This training is now available on line. CT to speak with JG and arrange for those responsible for leadership of safeguarding to complete the course. The Dean and CSL have now completed this training. The COO is due to complete this training in Jan 22. Any new staff in leadership positions will be book on as part of their safeguarding training during induction.	Completed
What risks may there be in restricting supervision of safeguarding agreements to members of the clergy only?		Dean's approval has been granted to include the Vergers in supervisor training. Training was completed on 22.7.21	Completed
<b>3.4 - Training</b>			
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>DSA has attended 4 staff training sessions and will attend the MoW meeting and Pastoral meeting.</p> <p>Senior leadership training was completed in December 21.</p>	Completed
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>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. Training is now delivered on line. The quality and relevance of training is assessed at staff's PDRs, departmental meetings and staff meetings which the DSA attends. The DSA has completed 4 short relevant training sessions at the staff meetings.</p>	Completed
Would an offer of safeguarding training to the congregation assist the Cathedral in		Promoting a safer church posters now displayed in the Cathedral.	

<u>Recommendation</u>	<u>RAG</u>	<u>Comments</u>	<u>Target Completion Date</u>
developing its safeguarding culture?			Completed
<b>3.5.4 - DBS</b>			
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. The Cathedral now process DBS checks (exc Clergy) in house. The process has been tested and works effectively.	Completed
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, Head Verger and Director of Music have attended this training.	Completed
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?		A clear training matrix is now in place and the team has worked well with the DST regarding the type of training required and the Cathedral admin team are now confident of knowing the level of training required.  Supervisor training has now been completed	Completed
<b>4.1.6 - Whistleblowing policy</b>			
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 they have read it. They will be asked to read it annually and CT will maintain a central record.  Policies are available on cloud based server and the new website has a dedicated page to safeguarding and policies.	Completed
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		The less formal practice guidance relates to different parts of the Cathedral, such as the Ark and bell ringers. The Auditors are	

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
PPPG?		<p>recommending that any separate practice guidance for this groups aligns appropriately with the suite of Cathedral policies and accessible in the same way.</p> <p>With regard to the bell ringers, this is now in place with the Canon Precentor attending the AGM and policies have been adopted by the bell ringers. With regard to the Ark, this work will start quarter 1 of 2022. Recommend this is turned amber until the Ark work has been completed and then it can turn green. The ARK has not met for 2 years and will not be reinstated in its previous form. If and when a need is identified for Sunday School (or activities for young people), then at that point, there will be clear practice guidance developed in liaison with the DST before any such arrangement is put in place.</p>	Completed
<b>4.2 - Cathedral SAFEGUARDING ADVISOR AND THEIR SUPERVISION &amp; MANAGEMENT</b>			
How might the Chapter best address its reliance on a single individual to provide its safeguarding advice and guidance and improve its future resilience?		<p>The report refers to the point that that there was no written report provided by the then DSA to the CSC and therefore there was no opportunity to be held to account by the Cathedral for the delivery of the safeguarding service within the terms of the SLA and this was a missed opportunity. The supervision of the DSA was provided by the Chapter Steward/Diocesan Secretary which ensured both the Diocese and Chapter were provided with appropriate safeguarding advice, however, this was a managerial role rather than a professional one and therefore the Chapter Steward is reliant on the external supervisor for professional view on performance. At the time of the report, there was no arrangements in place to support this. The DSA now provides a written report for each CSC meeting.</p>	Completed
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?		<p>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</p>	

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
		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. Clear links have been formed with the local safeguarding boards by the DSA.	Completed
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. A new incident reporting form is in place which has significantly improved the recording of any incidents. The DSA has attended 4 staff meetings and emphasised the need for good record keeping. .	Completed
<b>4.3.2 - Secure storage</b>			
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.	Completed
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. Update - this has now been completed and all files have been reviewed with learning points which will be actioned. This is now completed.	Completed
<b>5.1 Quality Assurance</b>			
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 - PCR 2 is now completed, awaiting report 3. the CSL is part of the National Network of Safeguarding Leads	Completed
How can these different mechanisms be brought together into an organisational learning		The SLA has been redrafted and will now be a Partnership	

<u>Recommendation</u>	RAG	<u>Comments</u>	<b>Target Completion Date</b>
framework?		Agreement. A review of the Partnership Agreement will take place at the 6 monthly file review meetings.	Completed
How might the Cathedral oversee the operation of the SLA with the Diocese and be assured that it is working well for the Cathedral?		Partnership Agreement has been approved. This will be subject to a formal annual review.	Completed
What role should the Cathedral Safeguarding Committee take in overseeing the Cathedral's quality assurance arrangements?		The twice yearly meetings between COO and DSA have commenced with all files being reviewed. Assurance will continue to be provided to the CSC on a twice yearly basis. 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. Further oversight will be provided through quarterly cathedral reports to DSAP. This will require further review under the new Cathedral Measure. Oversight of quality assurance will be discussed at Officer level twice yearly and any issues arrive by at CSC	Completed
How might the complaints process be improved, including the alignment between the apparently separate processes for staff and volunteers?		This is now included in the new Partnership Agreement.	Completed
<b>5.2 - Complaints about the Safeguarding service</b>			
<b>5.3 - Whistleblowing</b>			
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.	Completed
<b>5.4 - Cathedral SAFEGUARDING MANAGEMENT COMMITTEE AND DIOCESAN SAFEGUARDING MANAGEMENT COMMITTEE</b>			
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 have revised their Terms of Reference and the Cathedral has been included. The SLA has been revised into a Partnership Agreement and revised annually. CSC dates for the year are set in advance.	Completed
How might the Chapter satisfy itself that the CSC is still operating to the right terms of		Annual review of terms of reference - this should be done at the	



<u>Recommendation</u>	<u>RAG</u>	<u>Comments</u>	<u>Target Completion Date</u>
reference, and who should be involved in this process?		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).  These were reviewed at CSC and Chapter in February 21.	Completed
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
<b>5.5.1 - Theological Leadership</b>			
What can the Dean do to share and embed positive public messages about the importance of safeguarding and its integral place in Cathedral life?		Discussion has taken place with the Dean and CSL on how safeguarding can be an integral part in the Cathedral. The Dean did set a target to complete an overview of safeguarding in the first week of his appointment which was delivered to the CSC and Chapter in February 2021.	Completed
<b>5.5.2 - Strategic Leadership</b>			
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. It is framed in the partnership agreement. The committee have oversight of safeguarding arrangements in the Cathedral and this has been further clarified by the work done on roles and responsibilities and the revision of the flow chart.	Completed
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. Supervisor training has been completed and all agreements have been reviewed in September 2021. As set out above, the flow chart has been revised to provide clarity on leadership roles in relation to safeguarding.	Completed
<b>Operational leadership and management</b>			
How might the Chapter build a resilient operational safeguarding system which supports		Development of the safeguarding incident form and process for	

<u>Recommendation</u>	RAG	<u>Comments</u>	Target Completion Date
but is not entirely dependent on the individuals within it for its effectiveness?		reporting incidents is now complete. 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 is now in place with extensive training completed.	Completed
How might the Chapter satisfy itself that the various documents and other public information all convey a consistent message about safeguarding?		Safeguarding is on the Chapter agenda every month as a stand alone item. They receive the minutes formally and they get verbal update from COO regarding operational safeguarding matters. New leaflet and poster will inform chapter; policies are reviewed in Feb 21 and Chapter review committee mins. The DSA to attend Chapter annually.	Completed
<b>5.5.4 - Culture</b>			
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. The DST now have an identified survivor lead so that support can be provided accessing appropriate support. The National Church have also funded the safe spaces project and survivors can be referred there or make a self-referral to the service. A recent case has evidenced that support can be provided and readily available for survivors.	Completed
How might a formal communications plan assist the Dean and Chapter in developing a positive culture where safeguarding is accepted as 'everybody's business'?		A formal communications plan/strategy forms part of the Marketing and Communications job specification, however, this post is temporarily paused. In the meantime, the Dean and COO have completed a team away session to start discussions on values and healthy cultures. In the strategic development plan, approved by the Chapter in December 2021, includes learning and partnership and how we will embed healthy cultures. When a new Marketing and Communications person is appointed and whilst the strategy is being developed, this will be the mechanism for ensuring safeguarding and healthy cultures are embedded.	Completed thus far